

David White describes the 'dirty war' dominating Spain's election campaign Waves of sleaze set to drown González



SPANISH ELECTIONS
March 3

How botched anti-terrorist operations could force PM to testify about government role in killings

Four Spanish policemen go to France on a secret mission to capture a terrorist suspect. But as they try to bundle him into a car they are nabbed by French police and taken in. A few weeks later, another mission is launched to kidnap another terrorist suspect, this time using mercenaries. They get back to the border but the frontier police (this is in the time of border controls) have not been tipped off. They try a second border post: same result. At the third attempt, they get through. Another car seizes them and they all go to a hiding place in northern Spain. But they have got the wrong man.

It is decided to hold on to him, and a note is sent demanding that the French release the four Spanish policemen from custody. The policemen are allowed to return. After 10 days in captivity, the bemused victim is released. This inglorious episode, the first action claimed in the name of the Anti-Terrorist Liberation groups (GAL), is related in Supreme Court Judge Eduardo Monea's charges against Mr José Barriounevo, interior minister from

1982 to 1988. Curiously, the case has so far focused on the least serious of all the crimes attributed to the GAL, which include about 25 murders.

The initials GAL surfaced in late 1983, a year after the Socialists came to power. But they were preceded by other shadowy organisations including the Spanish-Basque Battalion and the Apostolic Anti-Communist Alliance. The same man whom the mercenaries were supposed to kidnap was the target of an unsuccessful car bomb attack two years earlier. Between 1978 and 1981 more than 20 people were killed in apparent anti-terrorist reprisals.

The question is whether the GAL were simply a continuation of these practices, with the connivance of local officials, or whether government figures actively promoted them. The charges, based on other defendants' testimony, attribute "executive functions" in the GAL to Mr Barriounevo and Mr Rafael Vera, his former security chief. Whether Mr Felipe González himself is called in is something the judge has yet to decide.

inquiry, from start to finish, a task that in different systems like the UK's would be mostly done by the police.

They can have suspects detained or put on bail, issue search warrants or order telephone taps to be tapped. They can also declare secrecy, in which case lawyers are kept out unless their client has been charged. In most cases it is up to them whether to commit someone for trial.

If Italy has had Mr Antonio Di Pietro, Spain has Mr Baltasar Garçon, the most famous and controversial in a profession which has never before enjoyed such stardom. Mr Garçon, 40, made his name in the 1980s as the scourge of drug-traffickers. He has a taste for good clothes and publicity, such as drug-busting stunts with television cameras in attendance.

For the last election in 1993, Mr González co-opted Mr Garçon to stand with him on the Socialist list for Madrid. The new deputy was put in charge of the government's anti-drug plan. But the following year, frustrated with his political career, he quit, saying he had been used as a "puppet" and accusing the government of being passive on corruption.

Another judge who had also been brought into parliament, Mr Ventura Pérez Maripón, took the same step a year ago after calling on Mr González to resign over the GAL. Mr Garçon went straight back to his National Court job

— a move permitted by a law introduced by the Socialists themselves — and proceeded to reopen the GAL inquiry, thereby becoming the scourge of the government he had served under.

Socialist leaders hinted at a "political operation" against them. Mr Barriounevo and Mr Rafael Vera, former number two at the ministry, both tried to get him taken off the case. Last summer Mr Garçon handed the main case up to the Supreme Court to deal with the accusations made against senior politicians. But he is still burrowing away at the GAL affair, pursuing individual murder cases.

The reason for the high profile enjoyed by some judges lies largely in the court structure, says Mr Jaime Alonso, a criminal lawyer in Madrid. The National Court was created after General Franco's death, replacing the notorious Public Order Tribunal.

Its main job — paradoxical as it seems now — was to provide a central court for trying Basque terrorists, on the grounds that judges in the Basque country would come under too much pressure. Its responsibilities were later extended, and now include business crimes. This means a lot of the biggest investigations pile up on the desks of just six National Court judges.

The welter of cases is made worse by a peculiarity of Spain's legal system, under which anybody can bring a

DIRTY WAR

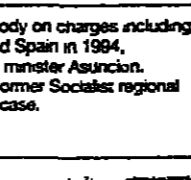
Former interior minister Barriounevo charged by Supreme Court judge on three counts in kidnap case; 14 others charged by National Court judge. Five further cases connected with the Anti-Terrorist Liberation Groups (GAL), involving murders, in National Court.



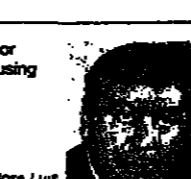
Former Bank of Spain governor Rubio charged by Madrid judge with falsification and tax fraud. Also accused in separate case over manipulation of share prices. After led former finance minister Solchaga to quit as Socialist parliamentary leader.



Former Civil Guard chief Roldán in custody on charges including misappropriation, fraud and bribery. Fled Spain in 1994, prompting instant resignation of interior minister Asunción. Roldán arrested in Bangkok last year. Former Socialist regional president charged in Navarre in related case.



Senior officials, including former interior minister Corcuera, on charges of misusing discretionary secret funds.



Former intelligence service chiefs accused of illegal phone-tapping. Further case in military court over removal of secret documents. Deputy premier Serra and defence minister Vargas both cut over affair.

Seven charged out of 39 initially cited in case over alleged illegal financing of Socialist party in late 1980s.

SCANDAL IN SPAIN The Case File

Poll violence fears fuelled by shooting

By David White in Madrid and Lionel Barber in Brussels

Fears of a resurgence of Basque violence during the Spanish general election campaign became starkly real yesterday when the brother of a Socialist MP was murdered on a San Sebastián street.

The murder was assumed to be the work of Eta, the armed Basque separatist organisation. It was the first political killing in Spain since the government announced an early general election on March 3.

Mr Fernando Múgica, a well-known lawyer prominent in local Socialist politics, died in hospital after being shot in the head while returning from court with his son.

His brother, Mr Enrique Múgica, a former justice minister, heads the Socialist list of candidates for the Basque province of Guipuzcoa, a stronghold of radical Basque nationalism. While in the government, he was responsible for a controversial policy of dispersing Eta prison inmates in jails across the country.

In a similar attack a year ago, an Eta gunman killed the local leader of the centre-right Popular party, Mr Gregorio Ordóñez, in a San Sebastián restaurant in the Basque country.

It had been widely feared that Eta, reduced to a small hard core, would try to mount a spectacular operation during the election period.

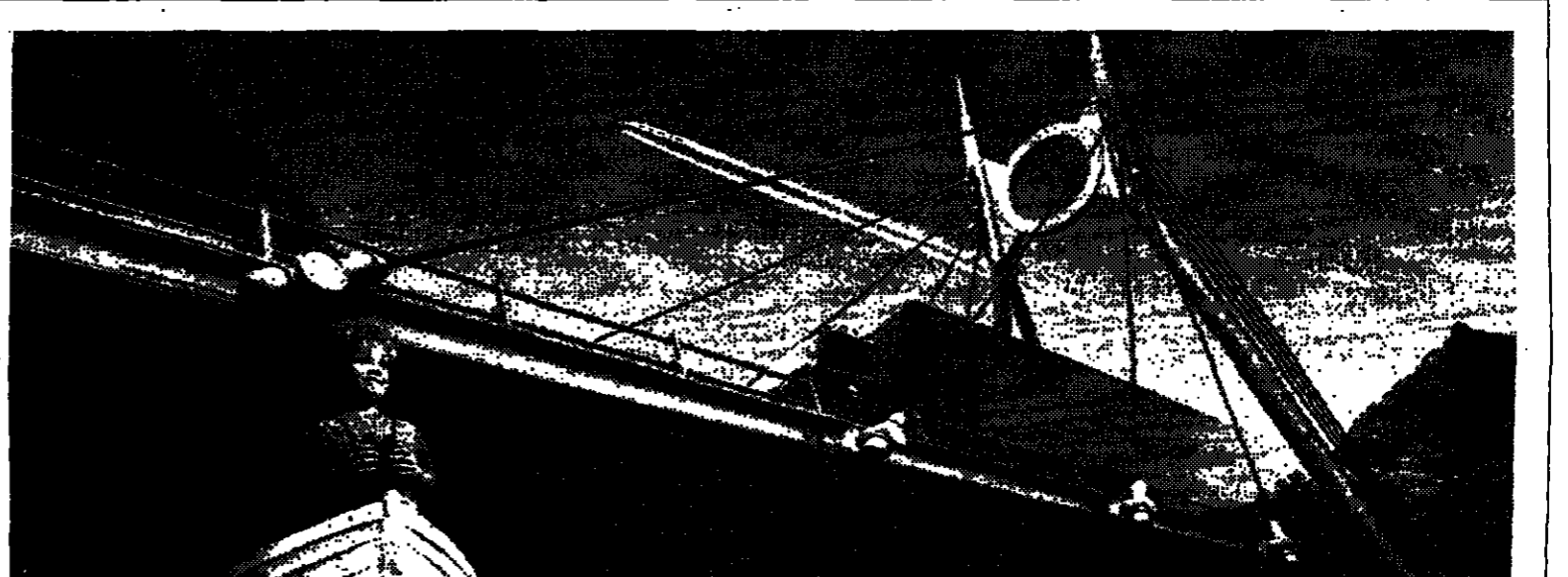
has broken out between Spain and Belgium over an extradition case. Madrid yesterday voiced "profound displeasure" at Belgium's decision to release a Spanish couple alleged to have collaborated with Eta, and said it was suspending "all aspects" of judicial co-operation between the two countries.

Belgium's ambassador in Madrid was summoned to the foreign ministry yesterday morning and his Spanish counterpart was called back from Belgium "to inform the government of the new situation".

Diplomats said this was a step short of recalling an envoy for "consultations". The couple, Mr Luis Moreno and Ms Raquel Garcia, were released from custody after the Belgian Council of State blocked an extradition order agreed by the justice ministry two weeks ago. They are accused of having provided accommodation and transport for an Eta unit in the Bilbao region.

Spain has been seeking their return since 1993. The foreign ministry said the release was "in open contradiction" with EU co-operation agreements. It urged the Belgian government to use all means to ensure the couple did not evade justice.

Belgium said last night it had no choice but to comply with the decision of the court, which had ruled that the Spanish case for extradition was not compatible with the definition of terrorist activities in the 1977 European Convention.



German economists argue against job alliance plan

By Peter Norman in Bonn

Senior German economists yesterday urged the Bonn government and employers' organisations not to accept key elements of the "alliance for jobs" proposed by the IG Metall trade union as a way of reducing unemployment.

The committee of academic economists which advises the economics ministry said industry should not promise to create a specific number of jobs in return for wage restraint by unions. Nor should the government fall in with union demands to abandon plans to cut unemployment pay and tighten the criteria for social security payments.

The alliance for jobs as put forward by Mr Klaus Zwickel, head of IG Metall, envisages union acceptance of pay increases no higher than inflation next year in return for employers in the metalworking industry creating 300,000 jobs and employing 30,000 long-term

unemployed in a three-year period starting this year.

With official figures tomorrow expected to show German unemployment above 4m, the plan has been broadly welcomed by the government while avoiding any commitment to change its policies in line with the union's wishes.

In a report explaining how best to reduce the 1.13m-strong ranks of Germany's long-term unemployed, the advisory committee said the union's offer of wage restraint and other concessions could be an important contribution towards employing those who had been out of work for more than a year.

But employers' organisations should not commit their members to job creation, and government action to reform Germany's social security system was essential.

The 30-strong academic committee, chaired by Mr Norbert Klöten, a former head of the government's council of economic advisers, said the

long-term unemployed could hope for jobs if fundamental changes were made in Germany's system of collective wage bargaining.

Pay settlements should take more account of local conditions and there should be a wider spread between wages for skilled and unskilled workers through reducing the cost of unskilled labour.

It was also essential to change the rules on social security payments to correct financial disincentives for the long-term unemployed accepting proper jobs. The report said the head of a five-person family living on social security would gain nothing from taking a job which paid less than DM30,000 (£13,250) a year.

Reuter adds: The government, state rail company and unions agreed a package yesterday involving more flexibility on working hours, cuts in overtime and expanding part-time work in exchange for slowing job losses.

Italian constitutional pact runs into opposition

By Robert Graham in Rome

The leader of Italy's Party of the Democratic Left (PDS) is facing a strong groundswell of protest from his supporters over last week's pact to back a new government committed to significant constitutional reforms.

The objection is embarrassing Mr Massimo D'Alema and is straining the centre-left coalition which the PDS dominates. If it continues to gain momentum, it could seriously limit Mr D'Alema's room for manoeuvre in pursuing constitutional reform and put his leadership at risk.

One of the main "dissident" figures is Mr Stefano Rodotà, a former chairman of the PDS parliamentary group and a leading party intellect. But those voicing outright opposi-

tion to the pact include Mr Alfiero Grandi, prominent on the left of the main CGIL union confederation, and Mr Sergio Garavini, veteran member of Reconstructed Communism, formed from the hard-line of the old Italian Communist party.

Just as important are those who are reluctant to undermine Mr D'Alema directly but are nevertheless extremely critical of the deal with the rightwing coalition headed by former premier Silvio Berlusconi and Mr Gianfranco Fini, leader of the National Alliance.

Both the latter and the open dissidents are concerned that Mr D'Alema has agreed to introduce an ill-defined semi-presidential system of government alien to the traditions of both the centre and left in Italy.

They mistrust Mr Berlusconi's motives in agreeing to implement constitutional reforms after refusing to co-operate on such changes for the past two years in parliament. Furthermore, they are extremely wary of Mr Fini's insistence on a strong directly elected chief executive which smacks of authoritarianism.

At a press conference yesterday the dissidents said they were not seeking to create a new party but rather form a unified front to oppose the introduction of the proposed semi-presidential system modelled on that of France. "Semi-presidentialism does not provide stability," Mr Rodotà said.

A system based more on a German-style chancellor as chief executive was more suitable to Italy.

£2,000 m of private and public investment means better roads, faster deliveries, better roads lead to faster deliveries, faster deliveries mean a better service. From 0 to 60 everything runs smoothly in Telford.

Telford is not only situated in the heart of unspoilt Shropshire countryside, it is also at the very heart of Britain's communications network.

It is located near its own motorway, the M54, which gives it fast access to the national motorway system putting two thirds of the UK population within four hours journey time.

And no less than 15 UK ports are within 4½ freight hours, with Liverpool Freeport, Britain's busiest general cargo port, only two hours away.

Birmingham International Airport is just 45 minutes away and

a new rapid transit rail system link will soon put Amsterdam, Brussels, Frankfurt, Paris and many other important European Centres even closer to Telford.

Closer to home is the fact that Telford's 800km of fast roads mean your home in the idyllic Shropshire countryside could be minutes from the ample parking provided in Telford's business areas.

If you're considering relocation, see Telford, then decide. It could put your company on the road to greater success.

Call freephone 0800 16 2000 or complete the coupon for further information.

To: Telford Enquiry Desk, Jordan House West, Hall Court, Hall Park Way, Telford TF3 4NN.
Mr/Ms/Ms Initials Surname Title
Company Address
Postcode Tel. No. Fax No.
0800 16 2000



هذه امة الامم

NEWS: WORLD TRADE

WORLD TRADE NEWS DIGEST

US steps up banana fight

The US has returned to the offensive in its dispute with Brussels over the European Union's banana import regime by filing a second complaint at the World Trade Organisation.

Regional groups prompt concern

The World Trade Organisation yesterday established a special committee on regional trade agreements with the aim of tightening its monitoring of free trade areas and customs unions.

Puerto Rico aqueduct contract

A consortium of Thames Water of the UK and Dick Corporation of Pittsburgh, US, has won a contract to construct a \$356m aqueduct in northern Puerto Rico.

China Development Corp (CDC), a leading Taiwanese investment company controlled by the governing Kuomintang, plans to join a \$250m (US\$228m) venture between Taiwanese and foreign partners to build a semiconductor plant.

Bombardier, the Canadian aerospace and equipment group, is opening a representative office in Beijing to promote its commercial, executive and utility aircraft.

ABB Asea Brown Boveri, the electrical engineering group, has formed a joint venture in China to produce low-voltage industrial motors for the Chinese and international markets.

Offshore Systems International, a Vancouver electronic charting pioneer, is to supply C82m (US\$1.4m) of specialised circuit boards to Hughes Aircraft for upgrading the navigation systems for 800 US coastguard and navy ships.

Giant airliner contest kicks off

Boeing and Airbus yesterday signalled the start of a battle to build "super-jumbo" aircraft capable of carrying more than 500 passengers.

Alenia and Lockheed agree aircraft study

Alenia, the Italian aerospace company, and Lockheed Martin of the US said yesterday they had agreed to study jointly a new medium-size military transport aircraft.

Lockheed C-130J Hercules transporters

The Italian order for C-130J Hercules transporters, the Italian Senate has approved the \$1bn Hercules order, provided an offset package is agreed.

Share of the programme

The Italian order for C-130J aircraft may disturb its potential FLA partners, whose commitment to the FLA project is also in question.

Tokyo pledges latest move to liberalise markets will start within two months

Asset-backed securities for Japan

The Japanese government yesterday said it plans to open an asset-backed securities market within the next two months, in the latest move towards liberalising its financial markets.

Asset-backed securities are traded instruments whose value is determined by the value of an underlying asset or assets.

The Japanese government yesterday said it plans to open an asset-backed securities market within the next two months, in the latest move towards liberalising its financial markets.



Larry Summers: praised Japan for progress on commitments

These pledges included important moves towards deregulation of corporate pension funds, liberalisation of other domestic securities markets, and the easing of restrictions on cross-border capital transactions.

Alenia and Lockheed agree aircraft study

Alenia, the Italian aerospace company, and Lockheed Martin of the US said yesterday they had agreed to study jointly a new medium-size military transport aircraft.

The aircraft, designated the G227, will be based on Alenia's existing G222 but would be upgraded to include new technology which Lockheed has included in its latest version of the Hercules transporter.

Lockheed C-130J Hercules transporters. The Italian Senate has approved the \$1bn Hercules order, provided an offset package is agreed.

Alenia, which believes its experience in producing the G222 justifies it taking a leading role in the FLA, said yesterday that its priority is the 30 to 200 tons class of tactical airlift aircraft remained participation in the FLA programme.

Italy would count towards the offset package needed to satisfy the Italian government.



You may appreciate the beauty of the "Venus of Arles" and the "Venus de Milo", but are not quite aware of the attraction of a High Flyer and a Blue Chip.

You needn't spend time trying to understand complex financial terms to make the most of your assets. At UBS Private Banking we work with you as partners to achieve your investment aims. And that means we will involve you as much or as little as you want.

UBS Private Banking logo and tagline: Expertise in managing your assets

Union Bank of Switzerland logo

Vertical sidebar text on the far left edge, partially cut off.

LEGAL NOTICES

COURT OF ROME BANKRUPTCY SECTION. Bankruptcy no. 52748 of Immobile Francesco '81 s.r.l. At 12.30pm on 19.02.1996...

CONTRACTS & TENDERS

NATIONAL HEALTH SERVICE PENSION SCHEMES

ADDITIONAL VOLUNTARY CONTRIBUTIONS

In February 1991, the Department of Health, Scottish Office Pensions Agency and Department of Health and Social Services, Northern Ireland extended the range of AVC facilities available to members of the National Health Service pension schemes by introducing a money purchase AVC arrangement and additional options for benefits payable on death in service.

APPOINTMENTS ADVERTISING

Appears in the UK edition every Wednesday & Thursday and in the International edition every Friday. For information on advertising in this section please call: Toby Finden-Crofts on +44 0171 873 3456

هنا امنه الامم

RUARY 7 1996

not relevant

er to
rency

Further progress
rency. Under the
rights of foreign
is and interest here
of lifting the
prices be subjected to
transactions in one
and meet other

been pressing China
for foreign exchange
China fears that such

capital inflows are
when controls are not
in place. A system
of formalised exchange
control "step towards
a free exchange
of rates in the Shanghai
zone - under
which China can
move towards full
capital mobility.

its "to stay"

designed to study
the impact of the
market. The
study is expected to
be completed by the
end of the year. It
will provide a basis
for the government's
policy on exchange
rate reform. The
study will also
provide a basis for
the government's
policy on exchange
rate reform.

services

not to risk
the stability of the
country. It is
important to report the
situation to the
public. The
government should
be transparent and
provide accurate
information to the
public.

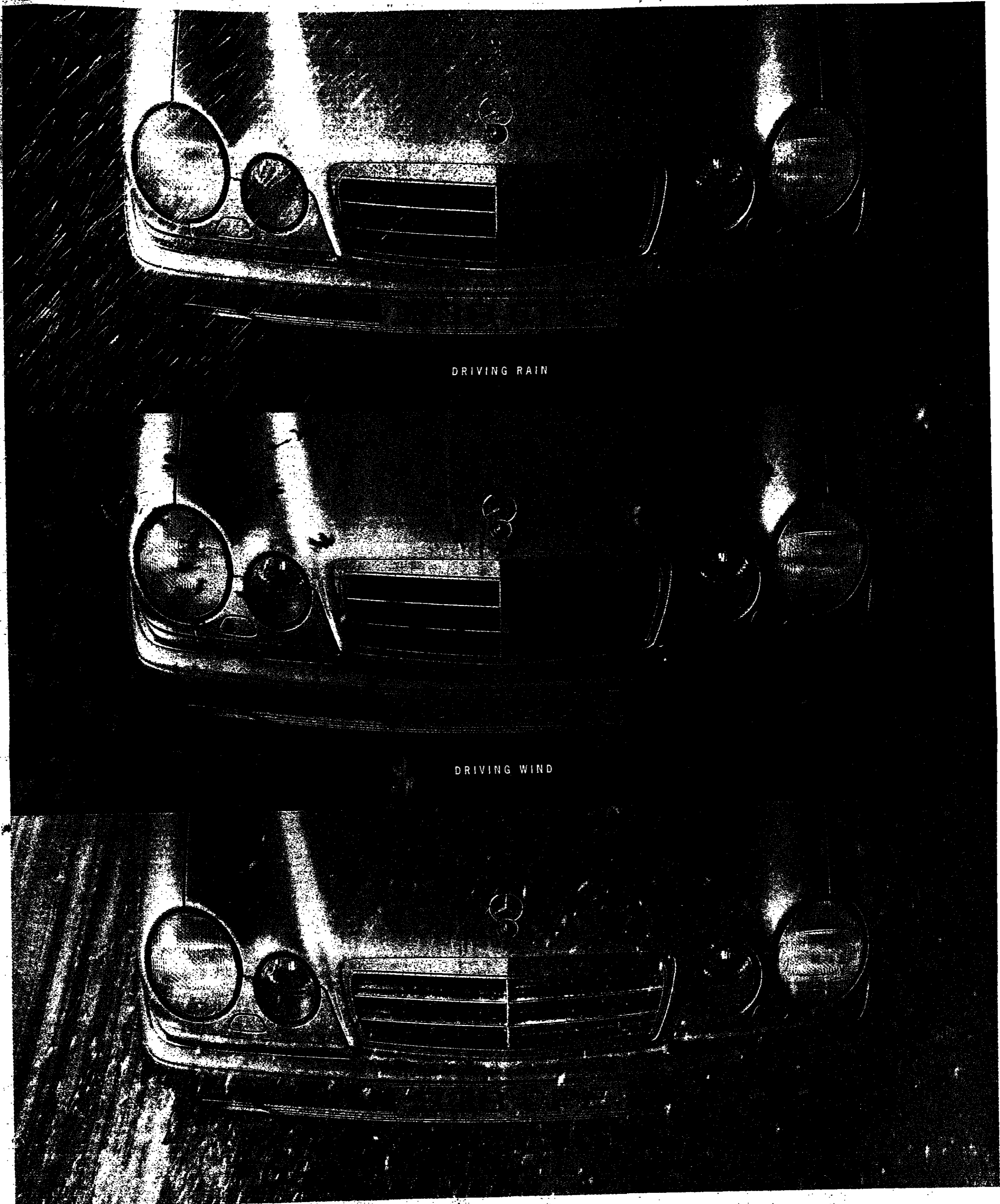
dia party fund

the situation of
the party. It is
important to report the
situation to the
public. The
government should
be transparent and
provide accurate
information to the
public.

plea rejected

the situation of
the party. It is
important to report the
situation to the
public. The
government should
be transparent and
provide accurate
information to the
public.

n rupee



The new Mercedes E-class. It's equipped for all driving conditions.

There are elements inside the new Mercedes E-class that will help you cope with the elements outside.

We've developed ETS, a new electronic traction system. It means you can drive on surfaces as different as ice and tarmac safely and simultaneously, with no loss of traction.

We have developed an optional rain sensitive windscreen wiper. A sensor adjusts the speed of the wiper automatically to the amount of rain falling. The harder it rains, the faster it works.

We've redesigned the headlights. They are not, however, just a different shape.

They are more powerful, better directed and have a longer beam.

We've improved the aerodynamics, too. The new E-class is the most streamlined production saloon ever built. It holds the road much better in high winds and is also quieter at high speeds.

In actual fact, whatever the weather, we forecast that conditions for driving the new Mercedes E-class will always be fine.



Mercedes-Benz Engineered like no other car.

THE NEW MERCEDES E-CLASS FROM £23,500. CAR SHOWN E-CLASS ELEGANCE FROM £28,000. EXCLUDES DELIVERY (EXCL. UK MAINLAND) AND NUMBER PLATES. PRICES CORRECT AT TIME OF GOING TO PRESS. FOR MORE INFORMATION PHONE 0181-518 9008 EXT 100 WWW.MERCEDES-BENZ.CO.UK MERCEDES-BENZ MEMBER OF THE DAIMLER-BENZ GROUP

هنا امرنا

COMMENT & ANALYSIS

FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL
Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700
Wednesday February 7 1996

Demerging British Gas

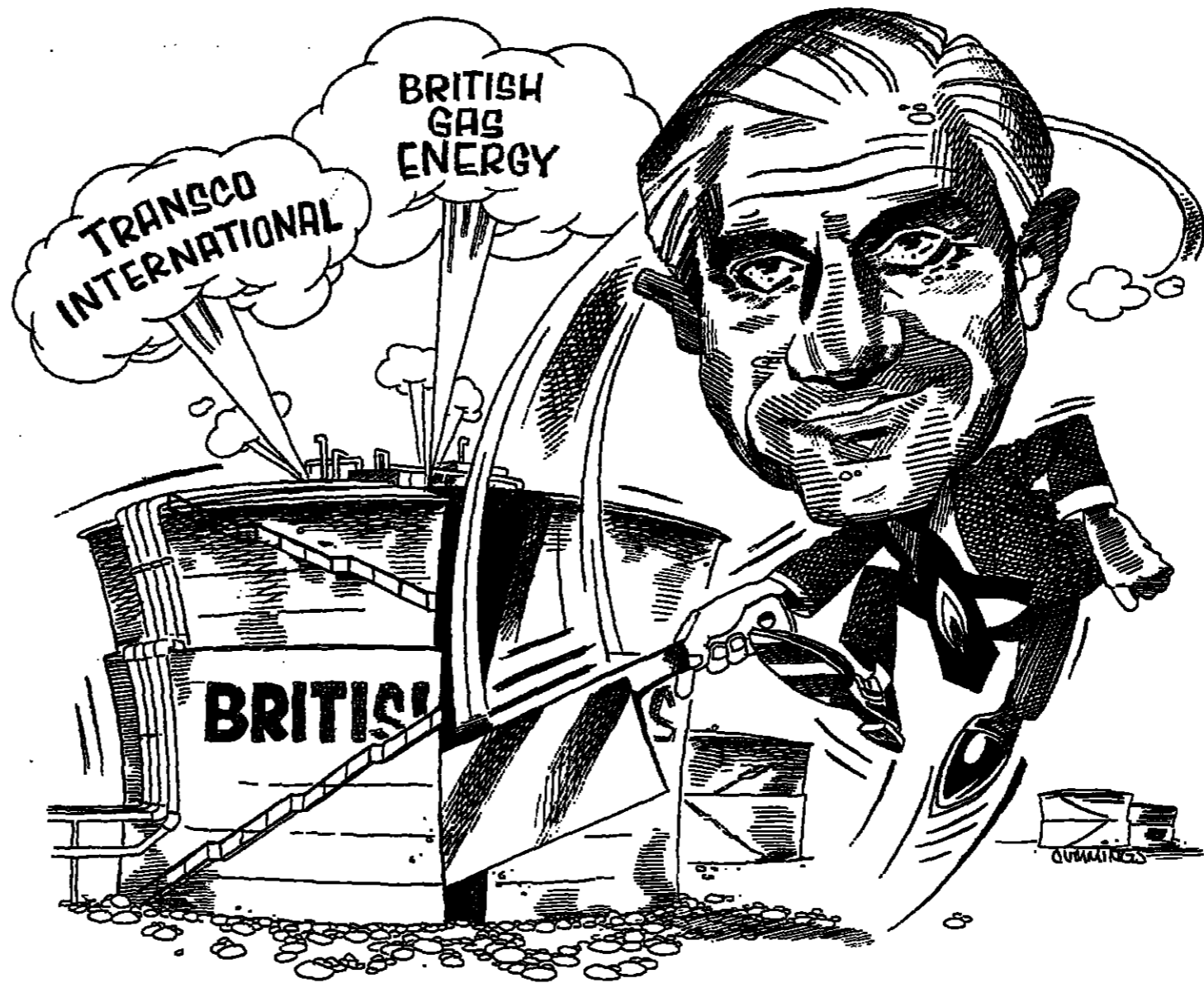
Ten years after privatisation, British Gas has finally dispensed with the legacy of Sir Denis Rooke, the autocratic former chairman who fought so hard to prevent the government selling the business off in parts. Its announcement that it plans to split into two separately listed companies is long overdue, though the move will not of itself solve the serious problems facing the group.

Aznar's plans

Question: how do you win next month's Spanish election on a platform of austerity and self-discipline? Answer: you keep the details to yourself. This appears to be the thinking behind the election programme unveiled yesterday by José María Aznar, leader of the Popular party and odds-on favourite to be Spain's next prime minister.

Irish beef

In two weeks' time, the European Commission has to decide on how much it is going to fine the Irish government for its failure to control widespread fraud in the beef market back in 1991. Commission officials have recommended penalties totalling more than £100m for a series of offences including irregularities in tendering for intervention beef contracts, and failing to ensure that the full value of intervention beef, subsidised by Brussels, was taken into storage.



A problem halved

Demerger could help British Gas deal with its commercial conflicts, say David Lascelles and Robert Corzine

The demerger of British Gas will be the largest corporate restructuring ever undertaken in the UK. It will also be the longest awaited, and potentially most far-reaching, affecting virtually every household in the country and nearly 2m shareholders.

The introduction of competition to the domestic gas market, due in 1998, will be the most significant challenge facing British Gas. The new structure should permit two very different companies to evolve. If all goes to plan - and more costs have to be shaken out - the trading arm, British Gas Energy, will become more entrepreneurial. The pipeline business, TransCo International, more able to concentrate on its long-term goals.

OBSERVER

Tax and spend

No wonder Germany is having a spot of bother with its public finances. Despite repeated admonitions from the federal government, it seems to think the 1995 budget is still in full swing.

Arms length

Have things got to the point where British cabinet ministers do not dare to be seen in the same room as Chancellor Helmut Kohl?

Gavazzeni's coda

Another blow to Italian music-lovers following the burning of La Fenice theatre last week. Gianandrea Gavazzeni, the conductor and composer, who drew such extraordinary performances from the likes of Callas, Sutherland and Di Stefano during La Scala's golden years in the 1950s and 1960s, died on Monday at the age of 87.

Ding dong

While Hongkong Bank yesterday inaugurated Vietnam's first hole-in-the-wall cash dispenser in Ho Chi Minh City, some of the country's financial institutions appear to be less enamoured of the virtues of automation.

Star billing

Full marks to the manufacturer of the DocStar electronic filing system for making capital of the Clintons' Whitewater troubles. An ad in the US press yesterday

Stage set for fresh players

Like the cast of a play reaching its dénouement, all the characters in the long-running British Gas drama were present for yesterday's announcement. Centre stage was the tall, commanding figure of Mr Dick Giordano, the chairman who arrived two years ago to sort out the troubled company. A tough American, his voice hoarse from all the talking, he needed to convey the impression that everything was under control, that the demerger was in everyone's best interests.

100 years ago

Life Insurance Brazil has gone one better than Prussia in legislation apparently designed to drive out all foreign life insurance companies. According to the law passed in September last, every foreign company doing business in Brazil has to advertise in the public press every policy issued in the country, giving name, amount of premium and reserve.

50 years ago

Antidotes to inflation New York: The charge that certain public officials in Washington are deliberately fostering the "erroneous belief that the Stock Market is primarily the source of inflation" is made by Mr Emil Schram, president of the New York Stock Exchange.



Party chief's plea may spark political shake-up
Vietnam urged to allow switch to younger talent

By Jeremy Grant
in Ho Chi Minh City

Vietnam's Communist party must recruit younger people to top positions, according to Mr Do Muoi, the party leader, who appeared to be signalling a generation change in the country's leadership.

Mr Muoi's comments, quoted in the Saigon Times Daily, are the clearest indication that a new generation is likely to come to the fore in Vietnam's politburo, dominated by elderly veterans - average age 71 - who played leading roles during the Vietnam war against the US.

The general secretary, who has been a Communist party official since he was 28, said the role and position of the younger generation would be decisive for Vietnam's future, but the young must learn more about information technology, foreign languages and "ideology".

Osaka set to offer visitors the Hollywood experience

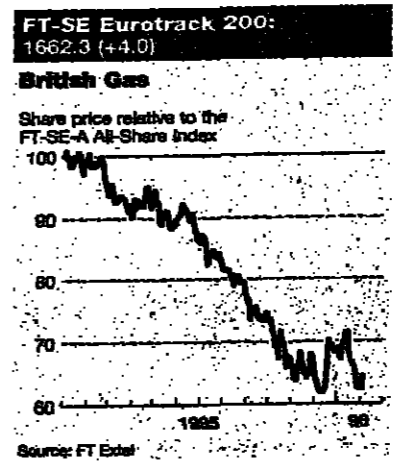
By Christopher Parkes
in Los Angeles and
Michiko Nakamoto in Tokyo

A \$1.6bn theme park, starring Tyrannosaurus Rex, ET and other cinema favourites is to be built in Osaka, western Japan, through a joint venture which combines the talents and financial power of Canada's MCA entertainment group, Britain's Rank Organisation and Japanese investors.

The scheme marks the first overseas venture by Universal Studios Recreation Group, which, in parallel with other parts of the MCA concern, is being directed into aggressive expansion by its new owner, the Seagram drinks empire.

THE LEX COLUMN
The Gas man goeth

Yesterday British Gas chopped itself in half and parted company with its chief executive - yet the stock market's reaction was so what? The company is still lumbered with its unseasonable gas contracts and still faces a nasty regulatory review, the argument runs. This is all true, but not the whole story. Two things have changed. The demerger puts a clear cap on the total bill stemming from the company's \$40bn long-term gas contracts. And it means the cash cow - the TransCo pipeline business - will no longer have to foot this bill.



Source: FT Data

Football, not the satellite group, that has been branded a cartel by the Office of Fair Trading. Arguably, the Premier League's practice of selling broadcasting rights to its matches as a single entity squeezes a higher overall price from BSkyB. If clubs were prevented from forming a single front in talks, BSkyB might be able to pay less by picking them off one at a time.

Together, these should add value. For a start, the net present value of British Gas's contracts cannot only be estimated in broad terms. It could well exceed £2.5bn, the net assets of the trading business which will house them. Yet the market is still likely to attach some value to this business - and rightly so. If the liabilities turn out low, all is well and good. If they turn out high and the business ends up close to going bust, North Sea gas producers will have no choice but to renegotiate their contracts.

Of course, the demerger is not all good news. Separating the contracts nightmares from the rest of the company probably means the regulator will feel free to get tough in her forthcoming price review. On the other hand, even after the review, the business - to be called TransCo International - still stands a respectable chance of sustaining British Gas's dividend. After tax, interest and investment - but before the review - it should generate £200m-£210m a year in cash, well ahead of the £180m cost of the dividend. And to investors who believe the dividend can be sustained, British Gas's current share price will look low. Applying the yield of the obvious comparator, the National Grid, produces a share price of 270p; that is 11 per cent above the current price, even ignoring any value from the trading business.

Moreover, using a yield valuation, as the market is likely to, underplays the value of the exploration and production arm. This is to remain with a pipeline business with which it has little synergy. More is the pity: British Gas could usefully have taken the opportunity to demerge this too.

That said, the broader regulatory threat remains. Not only is it looking increasingly likely that the government will bow to pressure to curb BSkyB from showing certain sports exclusively, even more threatening is the OFT's main investigation into the satellite group's monopoly. It is hard to fault BSkyB's commercial success - yesterday it reported a 70 per cent rise in earnings per share. But with the shares standing on a multiple of about 30 times this year's earnings, the risks are still not fully priced in.

Ford
Ford's decision to launch a cheap and cheerful version of its Taurus saloon prices a question mark over its whole pricing strategy. The car maker is in the midst of an ambitious overhaul of a third of its model range, including the Taurus, a new pickup truck and the Escort in Europe. Unlike arch-rival General Motors, which has merely tweaked the styling on some cars, Ford has produced all-new versions, with better technology, more luxurious features - and significantly higher prices. But American consumers are in a bargain-hunting mood and the gamble has not, so far, paid off in extra sales. That is bad news, since the three big car manufacturers, Ford has the highest development costs - the new Taurus alone cost \$3bn. It is also some way behind Chrysler and General Motors in streamlining its purchasing. The combination is depressing profits at a time when car makers on both sides of the Atlantic are difficult and getting more so.

BSkyB
The stock market is finally waking up to the regulatory threats to BSkyB's lucrative pay-TV monopoly. But the specific event that triggered yesterday's 5 per cent fall in its share price is curious. It is Premier League

Mittelstand
Germany's Mittelstand is becoming more adventurous. The country's second-tier companies have long been derided for their reluctance to look

Jaguar lays off up to 2,200 workers after US orders fall

By Haig Simonian in London

Jaguar, the luxury UK carmaker owned by Ford, yesterday said it would lay off most of its 2,200 production workers for a week to reduce stocks of unsold cars.

The company blamed the stoppage mainly on lower sales in the US, its biggest market. It said it had no plans for further short-term lay offs or redundancies.

Jaguar's move surprised analysts as it followed optimistic sales figures last year. Registrations soared by 33 per cent to 39,727 vehicles in 1995 - the highest figure since Ford took control in late 1998. More than 45 per cent of sales came from the US, where registrations climbed 19 per cent to 18,085 vehicles.

Mr Colin Cook, Jaguar's corporate affairs manager, said the lay-offs would cut stocks by about 900 vehicles and help to balance supply with demand. He said the company's expansion plans remained unchanged.

Preliminary figures from the UK's Society of Motor Manufacturers and Traders show that sales of new cars rose by 0.3 per cent to 191,761 in the UK last month, compared with the same period last year. Jaguar's sales

Fears of further industry job cuts as manufacturers tackle overcapacity

dropped by 8 per cent to 1,065 cars, according to the data.

The society expects new car registrations to increase by 1.3 per cent to 1.97m this year. However, that remains well below the 2.3m sales of new cars recorded in 1988-89.

"We are still a long way from the levels we need to be at for a healthy market," said Mr Ernie Thompson, the society's chief executive.

He said last month's small rise over January 1995, which was itself down 3.7 per cent on 1994, was "hardly the most encouraging start to the new year".

The disappointing UK sales figures are in line with downbeat forecasts for European new car sales this year and follow announcements about short-term working by a number of big European carmakers.

Although the association has predicted this year's sales should rise by 3 per cent, a number of manufacturers are considerably less optimistic. This week, Mr Helmut Werner, chairman of Mercedes-Benz, said he expected registrations to increase by just 1 per cent in 1996.

Other companies were reluctant to discuss stock levels or production.

However, Ford and Rover are believed to have told some suppliers to expect cuts. "There will be horror stories in the industry," said one supplier.

The prospect of lay-offs reflects the poor state of the UK car market, which has been plagued by overcapacity and weak demand.

Although new car sales rose by 1.3 per cent to 1.96m last year, manufacturers were disappointed. Demand from private motorists remained weak, while sales to fleet buyers, while rising, often involved large discounts.

See Lex
Hopes for tax cuts, Page 8

US to block BA without Heathrow deal

Continued from Page 1

sharing agreement with another US carrier, such as American. The prospect of an alliance between BA and American arose last year when the US carrier was considering taking over

USAir. Both American and United Airlines of the US decided not to mount bids for USAir.

Many in the industry still, however, see an alliance between BA and American, which does not have a European partner, as a strong possibility.

A code-sharing agreement would create one of the world's strongest airlines. It would allow BA to sell seats on American's huge network of US domestic routes and give the US carrier access to BA's flights from Heathrow to other countries.

Work is expected to start in 1998, and the rides and other attractions should open in early 2001. MCA said yesterday. The theme park will be the second largest in the country, after the hugely successful Tokyo Disneyland which has attracted more than 160m visitors since its opening in 1983.

Mr Ron Benson, chairman of Universal Studios Recreation Group, said he was confident the new theme park could attract 8m visitors in the first year, an attendance similar to that of Universal Studios' US park.

AS in Hollywood, where the park is built in and around working film and television studios, the Osaka project will incorporate operational studio facilities.



Without us, the Red Arrows couldn't dart around the sky.

The RAF's Red Arrows are currently at the Singapore Air Show on the latest stage of a world tour, part sponsored by Messier-Dowty and Dowty Aerospace, to highlight the UK aerospace industry's export drive.

Each one is a technological and market leader in its field. Together, their specialist skills enable TI Group to get the critical answers right for its customers. Worldwide.



WORLD LEADERSHIP IN SPECIALISED ENGINEERING

For further information about the TI Group, contact the Department of Public Affairs, TI Group plc, Lambourne Court, Abingdon, Oxon OX14 1UH, England.

FT WEATHER GUIDE. Europe today. Five-day forecast. TODAY'S TEMPERATURES. Lufthansa logo.

مركز الحاسب

FINANCIAL TIMES REVIEW

Interview

View from the top: Les Alberthal of EDS, active in 40 nations Page 2

Recruitment

IT skills market in turmoil Page 2



Focus

IT in Government: The battle to cut costs Pages 4-12



Software at work

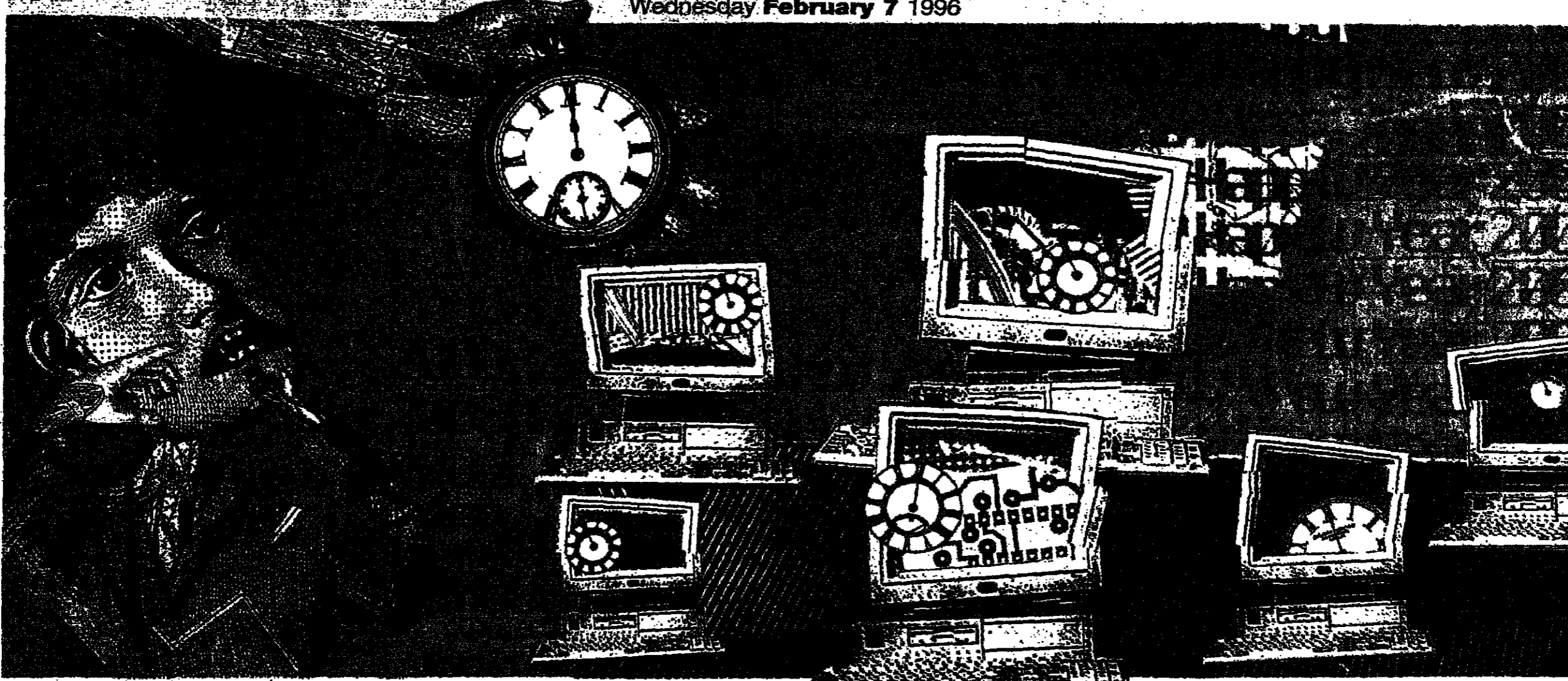
Enterprise intelligence systems: Rewarding insights Pages 14-15

Directions

Network-centric computing: Transforming business Pages 16-18

Information Technology

Wednesday February 7 1996



Software timebomb ticks away

With the year 2000 just 47 months away, many businesses face serious and costly disruptions because of the way older computers calculate dates, writes Paul Taylor

Of all the challenges which the start of the next millennium will present for business and other organisations, few are as serious as the software timebomb ticking away within many computer systems. It is a worldwide problem, which in some estimates could cost up to \$600bn to solve.

The year 2000 poses one of the most significant challenges ever faced by the IT industry and it will have an enormous impact on business applications, package solutions and systems software, even putting some companies out of business, warns Kevin Schick of Gartner, the IT research and consultancy group.

Yet, many companies are still unaware of the so-called Year 2000 problem, or they have chosen to ignore it, or believe that with 47 months still remaining of the twentieth century, there is still plenty of time to put things right.

So what is all the fuss about? Most older computer programmes, particularly those that run on 'legacy' mainframe machines, store dates in the dd/mm/yy or mm/dd/yy format - using two rather than four digits to designate the year. As a result, they cannot distinguish between the year 1910 and 2010 - both of which would be identified by the double digit 50.

At the same time, all date calculations are also affected. For example, a loan which starts in 1996 and ends in 2000 will be calculated as a minus 96-year loan instead of a four-year loan.

"Many businesses will be affected by the Year 2000 problem long before December 1999," says Micro Focus, the mainframe software specialist. It has established a special Year 2000 team led by US-based Dwight Cornwell.

Among the software applications which

are likely to be affected will be those dealing with forecasting, loans, insurance policies, transport schedules, retirement benefits, as well as others which will either stop functioning or produce incorrect calculations without attention.

Some software is also unable to cope with the fact that although the millennium is divisible by 100, it can also be divided by 400 and is, therefore, a leap year.

Other issues include the use of the numbers 00 and 99 by programmers to indicate a null entry or the final record in a database. In the case of older personal computers, many will reset their internal clocks to January 1980 at midnight on December 31, 1999.

If there were only a few isolated instances of problem dates or date calculations, the solution might be relatively simple. However, with millions of lines of computer code and complex interdependencies involved, it is an all-pervasive problem capable of causing disruption throughout an organisation and even beyond.

The problem has arisen because of the limitations of early computer technology and the high cost of storing information when the first commercial computers came into use in the 1960s. At the time, not storing the extra two digits denoting the century was an enormous space-

saver - and thus a big cost-saver.

Although the Year 2000 problem has been acknowledged since the 1980s - and some programmes written since then store dates in the full format - many of those in charge of corporate information technology systems have chosen to brush it under the carpet.

By the end of 1997, Gartner expects less than 20 per cent to have achieved full Year 2000 compliance, a figure which still only rises to less than 50 per cent by the end of 1999.

There are several reasons for this reluctance to come to grips with the issue.

Firstly, it could be seen, to some extent at least, as a problem which IT professionals had brought upon themselves.

Secondly, at a time when many companies were focusing on short-term business horizons, the end of the century seemed a long way away. Some IT directors may have thought, too, that they would have retired, or moved companies by then.

Thirdly, correcting the problem will be very expensive and bring little if any other benefits. Asking the board for funds may as a result have appeared an unattractive proposition.

"People seem to think the millennium issue will magically disappear, but in reality it is a basic computer problem requir-

ing a lot of surgery that must be understood, planned and addressed," says Ian Taylor, chairman of CMG, the computer services group. "A virus is simple compared to the millennium issue."

Delay in dealing with the problem will probably add to the eventual cost of re-coding programmes, and in many cases is not an option anyway.

Gartner, which has issued a series of research notes on the subject over the past 18 months, suggests that about 20 per cent of business applications would have failed last year without corrective measures, and that by 1999 this figure will have risen to more than 90 per cent.

The high cost of solving the Year 2000 problem

For a medium-sized company with about 5,000 programmes which support business operations, Gartner estimates the cost of the Year 2000 crisis will be about \$450 to \$600 per programme or \$3.6m to \$4.2m for larger organisations Dun & Bradstreet Software has estimated the cost could be as high as \$100m. Much of the costs relate to programmers' time.

It would take 24 people one year to implement a solution in the example above. Alternatively, 12 people using 'software tools' developed specifically for this

purpose, could be occupied for one year, in addition to any time needed to gain experience with the tools.

"That assumes the company can afford to allocate staff away from other priorities," notes Gartner.

In practice, many companies are turning to outside specialists to help them with the Year 2000 crisis. Hardware vendors such as IBM and Unisys, software companies such as Micro Focus, consulting firms, such as Andersen Consulting, and computer services companies, including CMG, Viasoft and Cap Gemini have all built up expertise in this area.

Viasoft, a US-based software tools company, has developed a three-phase approach to the problem - assess, plan, execute - and these activities are grouped together into what the company terms a comprehensive solution, Enterprise 2000. Customers can sign up for the whole process, or just for those elements they wish to utilise.

Viasoft worked with a client in the insurance and banking industry which had already been experiencing problems with the millennium issue. When Viasoft conducted its software audit, it discovered that from a portfolio of 10,000 mainframe programmes, 79 per cent of data items included references to date, and within this group three per cent required changing.

"Although three per cent may appear insignificant, in man-years the effort is most certainly not," says Stuart Watkinson, general manager of Viasoft in the UK. "It took 44 man years to correct the problem and ensure the code was millennium compliant."

Because the available external resources are limited, if the problem isn't addressed at an early stage, there may not be anyone available with the appropriate knowledge later on.

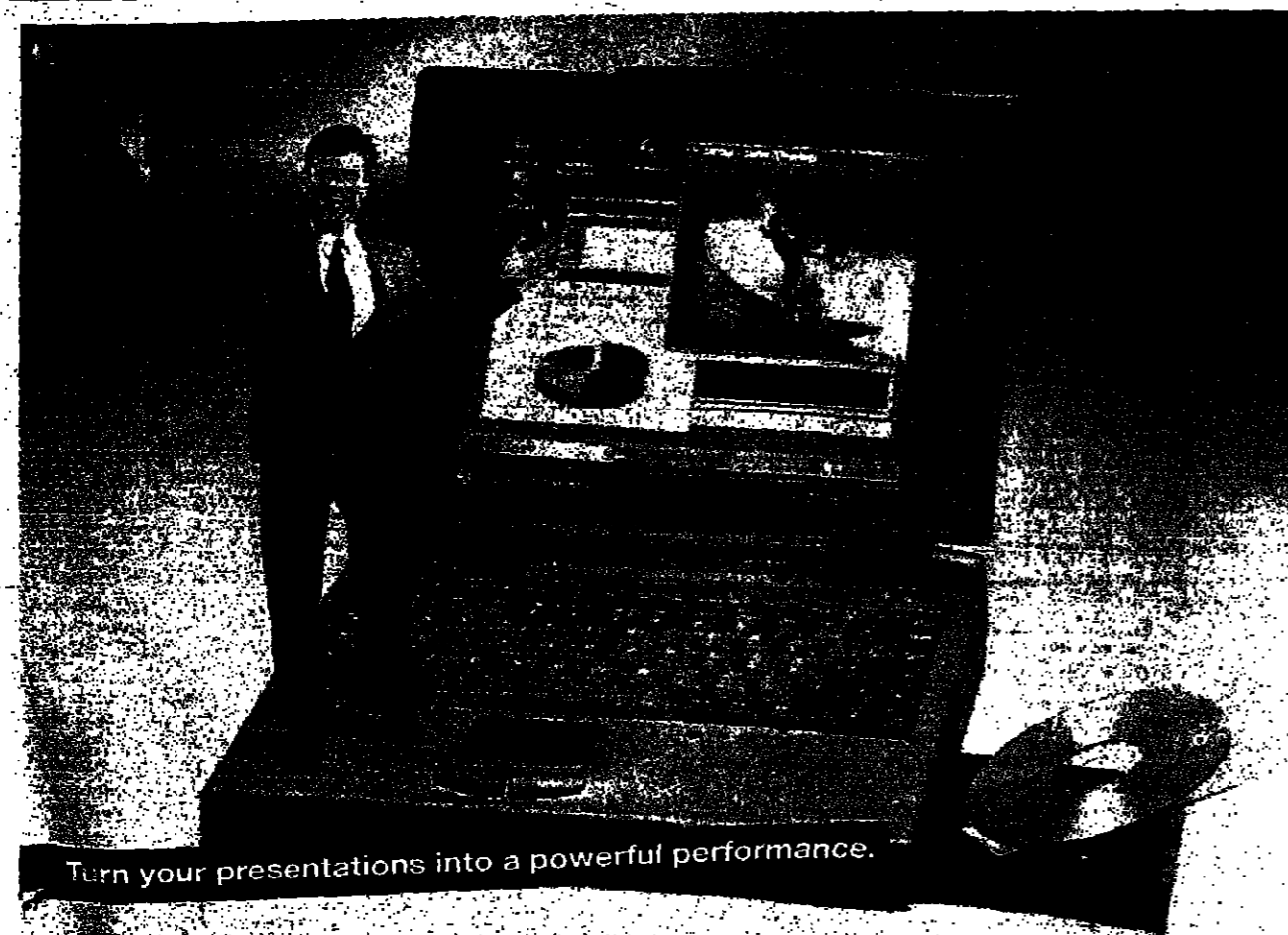
Indeed, most of the programmes affected by the Year 2000 problems are written in an ageing mainframe language called Cobol and although there are still a large number of Cobol programmers around, in the US the number is decreasing by about 1 per cent a year as programmers move towards more fashionable and modern languages.

"As we approach the year 2000, the number of available Cobol programmers will decline quickly," warns Viasoft. "The time to start is now," says Watkinson.

To reduce costs and help automate the process most specialists employ diagnostic and conversion tools - "there are more and more tools and toolkits available," says Elaine Eustace, CMG's Year 2000 specialist. Among the main suppliers are Viasoft, Micro Focus and Adpac.

"To minimise their exposure to the Year 2000 crisis, IT departments must begin immediately to analyse their applications portfolios, assess the extent of the problem and begin budgeting, planning for and implementing the potentially extensive corrective measures that will be required," says Gartner.

There are, Gartner's Schick points out, just three certainties in this work: "death, taxes - and the year 2000."



The Extensa 550 series. Affordable multi-media from Texas Instruments.



Offering high performance multimedia computing at remarkably low cost, the Extensa 550 CD and 550 CDT notebooks feature 75 MHz Pentium processors, 524 MB HDD storage, and an integrated CD-ROM. For the professional and business user, they represent exceptional value.

A choice of brilliant, high contrast screens (dual scan and TFT), 16 bit sound, built in speaker and microphone - plus support for full motion video - make these multi-talented notebooks ideal for dynamic product demonstrations and video presentations. And with Windows 95 installed, ready for use, all these features couldn't be more accessible.

For easy one-step communications, a Port Replicator offers parallel, Serial, PS/2 mouse and keyboard, and VGA connectivity.

There's even Serial infrared for more convenient wire-free communications. Highly modular, Extensa 550 notebooks can be easily reconfigured to meet your changing needs. For extended use between charges, for example, the FDD is interchangeable with an extra lithium ion battery unit. The Extensa 550 CD series, from Texas Instruments. Portable Pentium power has never been more affordable. Or multi-media made so accessible. Now there's nothing to stop you doing extraordinary things - contact your TI dealer, today.



Extensa 550 CD 10.5" dual scan colour display



Extensa 550 CDT 10.4" TFT colour display



Extensa 550 10.5" dual scan colour display Low cost Pentium power without multi-media



If you'd like further details on the 550 series and other exciting models in the Extensa range, call the TI Information Line on 0181 875 0044.

Turn your presentations into a powerful performance.

FEBRUARY 7
n the top

By Paul Task

'e'

ime, ensuring
chief executum

tive level. However,
Barrington had done
sily what has been
nt as Barrington
he more of a techno-
importance of the
he technology will
the place we have
the executive decide

ring in 1980. After
the group took the
to start making
so we started mak-
mms effort to take
the world and make
ne that EDS pro-
professional and
but like other pro-
what image they
to project for us
to are obvious
that right now
ritual. "because the
has spin off) one
to first time in the
company that were
stagnated either
challt of Koss and
to be was trying to
himself or General
U.S. the company
pendent, and our
of directors. We
to that the image
must be as good
the world as the
important as a
the professional
industry and we
to build the firm
to take the stage
best in the industry
and built a strong
brand.

By John Kamm

oil

the oil and gas
business. In the
past few years,
oil prices have
fallen sharply,
and this has led
to a decline in
investment in
oil exploration
and production.
This has caused
concern among
oil-producing
countries, which
are worried that
their oil reserves
will not be able
to meet the world's
demand in the
future. In order
to ensure the
long-term security
of oil supplies,
it is necessary
to diversify energy
sources and to
invest in alternative
energy technologies.
This is a challenge
that the world
must meet if it
is to avoid a
catastrophic
energy crisis in
the years ahead.

issues
agers

industry. AHI will
be state of progress
and future
projections
The project is better
w a group of 10 leading
technical IT vendors and
enterprise of determining
their services and how
can be more closely aligned
with the strategies of their
customers.
The results will be made
available to the appropriate
policy-making departments
national governments and
European Commission in
the aim of influencing the
funding streams in the
of technical IT.

New world in
computers and
networks to be
developed

For further information, please contact:

NEC Corporation, Overseas Advertising Division, 7-1, Shiba,
5-chome, Minato-ku, Tokyo 108-01, Japan. Fax 81-3-3798-6333.

NEC Europe Ltd, NEC House, 1 Victoria Road, London W3 6UL, UK.
Fax 44-181-235-4942.



The multimedia revolution? at NEC, never.

Multimedia. It will transform the way you live, learn, work, play and relate to your fellow human beings. As digital streams of text, sound and images course around the globe, almost every aspect of life will change beyond recognition. But will this be an overnight revolution? Certainly not for NEC. We started integrating our computer and communications technologies over 20 years ago, shaping their evolution into the new realm of multimedia. Through long-term investment in research and development, we are playing a key part in the creation of tomorrow's Global Information Society. From multimedia devices to computers to wireless communication systems to broadband networks, we're unique in having expertise in all its aspects. Multimedia will evolve past any human experience. Trust NEC to guide you.

the multimedia @volution



For further information, please contact:
NEC Corporation, Overseas Advertising Division, 7-1, Shiba,
5-chome, Minato-ku, Tokyo 108-01, Japan. Fax 81-3-3798-6333.
NEC Europe Ltd, NEC House, 1 Victoria Road, London W3 6UL, UK.
Fax 44-181-235-4942.

هناك امر لذيذ

IT in government

The political impact of information technology

By Philip Manchester

How IT delivers more power to the people

'As citizens who have become more computer-literate, future populations are not going to be happy about handling government bureaucracy in the way they have in the past. They expect something better now'

Information technology has been a political hot potato since the mid-1960s when the UK's former prime minister Harold Wilson linked the future of Britain to the "white heat of technology".

Through the 1960s and 1970s, government initiatives aimed at promoting indigenous IT industries were a regular feature of political manifestos across the western world.

Lifting the lid on US politics

Stephen McGookin looks at what is called 'a voter's self-defense system'

Just as governments are increasingly using the Internet to distribute information - either purely factual or with their own particular "spin" - citizens have just as expertly used the technology to let politicians know they do not have everything their own way, and keep tabs on their performance.

by subject or chronologically - along with links to how other Congressmen voted on specific issues.

One of the most successful is Project Vote Smart, a way of electronically taking the lid off what is happening in the confusing and sometimes downright murky world of US politics.

In December, twelve out of fifteen Republicans seeking their party's presidential nomination agreed to submit answers to Vote Smart questions on a range of policy topics.

Vote Smart, which calls itself "a voter's self-defense system," provides access to a huge array of information on elected officials and candidates for national office and gubernatorial posts all across the US.

Financial data on the candidates is provided by the National Library on Finance in Politics, a non-partisan organisation which gets its information from the Federal Election Committee, to which candidates and PACs (political action committees) must, by law, report.

The project is the main programme of the Center for National Independence in Politics, housed at the Oregon State University campus in Corvallis, and was set up in March 1992.

The entire effort is aimed at providing tools to ensure public accountability by elected officials to those they represent," is how the project defines its mission; and its site is also a rich resource of related links to other news and political information - like Congressional Quarterly's Campaign Watch bulletins, as well as a guide to where you can cast your virtual vote and take part in online political discussions.

Vote Smart is funded by individual contributors and by money from various non-partisan foundations such as Carnegie and Ford. Since 1994 - the year it went online - it also has an east-coast office at Northeastern University in Boston.

Although it is fiercely non-partisan, its new service Congress Track allows citizens to monitor specifically the activities of those Republican members who signed up to the "Contract with America" at the 1994 mid-term elections.

Better public services

Continued from facing page: with secure access to personal information stored on smart-cards, as well as government healthcare databases.

and the broader use of electronic mail. In Brussels, for example, Logica, the UK-based computer services group, is helping advisory committees and working groups improve their e-mail communications via the Interchange of Data between Administrations (Ida) programme, which aims to build a trans-European public administration network.

Governments are also beginning to adopt innovative approaches to IT management. In Britain, the Ministry of Defence has formed the first defence information systems agency, the Logistic Information Systems Agency (LISA), under Brigadier Alan Pollard, chief executive.

More generally, as the CCTA says in its latest annual report, "the development of new applications for IT, especially information superhighways, promises a revolution in public services over the next ten years. Services should become easier to use, quicker and better targeted."

Formed out of the army's logistic IT directorate, Lisa intends to sign partnership agreements with commercial companies to look for new business in other defence and government departments.

But the Agency also adds: "Possibly the greatest challenge will be managing information so that it can be used in sensible ways. The mechanisms to achieve this [government IT], the superhighway is not here yet, but existing technology can do much to improve services - the challenge is to use it in a way which helps and empowers the citizen."

new forms of IT through the growth of microprocessors. Changed this dramatically. Most countries, for example, gave up any pretence at having their own chip-manufacturing capability and concentrated on areas where they had a historical presence.

together and the Internet gave us a way to break out of the hardware, attention has moved to software.

and sees current IT developments as a challenge both to government and to politicians: "For the first time, IT will empower people lower down the structure of government. Civil servants have greater access to information across departments. This challenges the traditional vertical integration of government administration where information only meets at the top at the Cabinet level. IT means that discussions can be better managed lower down the hierarchy."



Andrew Miller, MP: 'IT will empower people lower down the structure of government'

the private sector so we are able to discuss IT issues against a background of what is really happening. We can then go back and advise our respective parties," he explains.

which uses IT to show how new technology may be used in government administration - "we're using a variety of technologies - such as Adobe Acrobat to exchange documents and Picturatel for video-conferencing."

"We've had three ages of IT - the first two characterised by hardware and the most recent by software," says Mr Mark Gladwin of the UK's Central Computers and Telecommunications Agency (CCTA). "The mainframe era was about sharing scarce resources and automating things that we understood. The PC era was about surrounding the mainframe with personal computers. Since about 1992 - when the network allowed us to link hardware

Wider access This, he adds, is partly the result of pressure from citizens who have become more computer-literate - "future populations are not going to be happy about handling government bureaucracy in the way they have in the past. They expect something better now."

Mr Andrew Miller, Labour MP for Ellesmere Port and Neston, acknowledges the change

International co-operation on IT issues is also growing as governments recognise that they all face similar problems in re-engineering their national IT infrastructures. Early last year, the G7 countries initiated several co-operative projects aimed at pooling IT experience in the context of government.

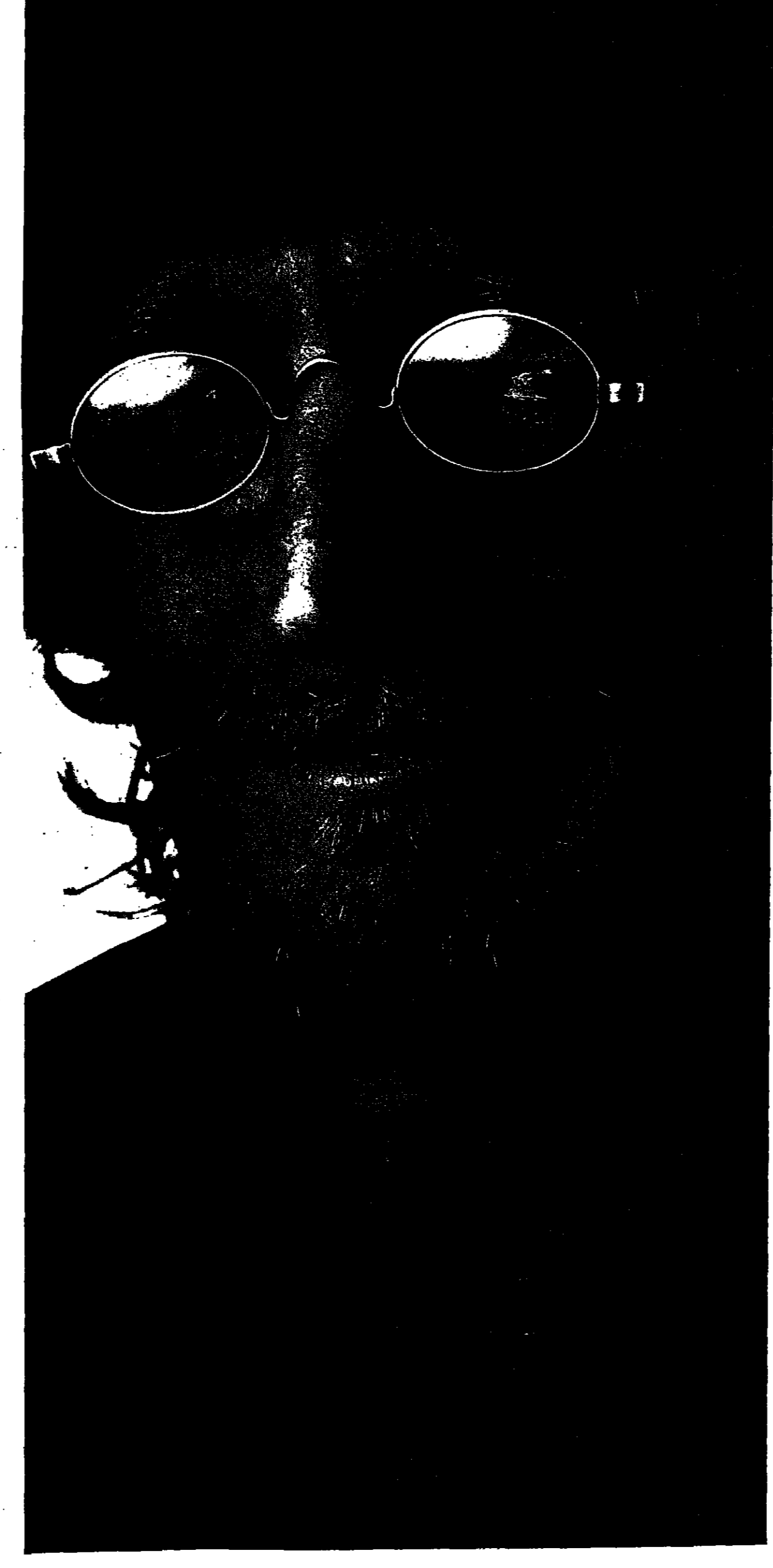
Examples also include the use of directory services to set up standard government directories with the X-500 standard which is sponsored by Canada and sharing information across departments, which is being led by the UK.

The Government On-line project, proposed by Canada and sponsored by the EC, is one of the largest. It covers several areas of IT development, each sponsored by EC members and other countries such as Australia, Sweden, Switzerland and Israel.

Other projects include on-line support for democracy (Sweden) and a compendium of government activities in IT (Canada).

"I don't believe there is the political will at the ministerial level - but I believe it should be developed. It could lead to public services benefits at the local level so that cross-departmental issues can be handled more effectively and more sensitively," he says.

In the long term, the results of these projects will filter through to government administration - although they will not be without a political dimension. The vertical structures of government will not give in easily to the new wave of IT. But that is another story.



"I'm going to CeBIT'96 to see how IBM helps plan, manage, and run the Olympic Games. Not that I really need a good reason to leave Siberia in March"

No matter where you come from, there's one place you should visit at CeBIT'96: The IBM stand.

There, you'll find a wide range of innovative products and solutions, from our pen-based ThinkPads to advanced multi-media. You'll also discover the power of Network Centric Computing. And you'll see how the technology IBM developed to plan, manage, and run the Olympic Games can help you plan, manage, and run your business.

It's an excellent reason to leave the house. To find out more, visit our web site: <http://www.ibm.com/>.



Vertical text on the left margin, including 'Consultancy' and 'communications'.

IT in government

Transition to resource accounting

Move to on-line on-time systems

By Rod Newing

Commercial software packages are assisting with a massive change in central government accounting

In the biggest change in government accounting since William Ewart Gladstone - the 19th century British statesman - introduced the current system in 1866, central government is in the process of adopting UK generally accepted accounting practice.

Described by the Chancellor of the Exchequer Kenneth Clarke as "a major milestone in modernising the state," the implementation of commercial accounting packages is playing a key role increasing public sector efficiency.

Central government will introduce resource accounting in most departments by April 1, 1997 and in all departments by April 1, 1998, with resource budgeting following by the year 2000. Resource accounting involves normal accounting procedures, including recording fixed assets and accruals. The concepts of resource accounting have already been

proven in the executive agencies, which have implemented standard accounting packages to manage themselves on a commercial basis.

Most government departments are using old legacy mainframe systems which were designed specifically for cash accounting, as laid down in the Exchequer and Audit Departments Act of 1866.

Each department is making its own decision on the software needed to implement resource accounting and many are choosing to implement a commercial package. These are proving to be ideally suited for all the departments' new requirements.

The main problem lies in the need to continue to report to Parliament on a cash basis until the full implementation cycle is complete. Commercial packages can produce the summary level cash figures which the Treasury needs to retain control through Public Sector Borrowing Requirement target, but they do not all cope with detailed reporting on the existing cash basis.

The problem lies with the way most accounting software is written, with cash details retained in a separate purchase ledger from cost details in the

nominal ledger. Detailed reports on a cash basis need to report on information split between the two ledgers.

Oracle, which is strong in central government accounting systems, is one of a number of vendors who have been able to build additional "cash vote" modules which can generate the necessary additional cash reports from the two ledgers.

Cash-based reporting is much simpler for those accounting vendors who have written their software to utilise a single combined ledger. This unified ledger identifies each individual account as either being either nominal, revenue or purchase and is far more flexible for many accounting requirements. Systems Union, the market leader in executive agency accounting systems, operates a combined ledger, as do Coda, SquareSum and others.

Progress so far is encouraging - "this is one of the most significant changes in the process of government this century," says Mr John Garnett, director of resource management strategy at the Ministry of Agriculture, Fisheries and Food. "We have successfully implemented Oracle Financials, modified to accommodate

dual cash and accrual reporting, and are well on the way to delivery of resource based accounting and budgeting within the timetable."

Introduction of new accounting systems have not posed any additional problems so far, despite the number and scale of projects undertaken.

"We had the usual problems of hardware and software not being as compatible as we were led to believe," says Mr Ian Elrick, head of accounting services at the Department of the Environment, who is using software developed for the Australian government. "Most of the vendors stretched the truth a bit in their responses."

Another problem arises from the departments' lack of knowledge of commercial software - "the early tenders we received clearly showed which system was currently being used," says Mr Laurie Mascott, director of the government division at Systems Union.

"Departments were trying to specify their current system with the addition of accrual accounting. They now have a better understanding of what commercial software can offer and are being less restrictive in

their requirements. It would be a mistake to replicate the current systems."

"Some departments are taking the opportunity to overhaul their internal systems as part of the exercise," says Mr Richard Knight, of the Treasury's resource accounting and budgeting team. "They are able to draw on the example and experience of the Executive Agencies."

Resource accounting will require departments to identify and value assets so that they can be capitalised and depreciated by the new systems, reflecting their economic significance - "this process has been considerably eased by existing initiatives to identify assets," explains Mr Knight.

Separate from the accounts, the White Paper requires a meaningful analysis of output and performance from each department and a report on the achievement of its objectives. The focus on outputs suggests that activity-based costing may be involved, which may require the use of one of the existing specialist ABC software packages.

"Resource accounting is accrual accounting with objectives," says Mr Mascott. "Outputs are to be reported sepa-

ately, which effectively means the introduction of activity-based costing."

The problems this may cause are hinted at in the White Paper, which says that "the difficulties are not underestimated."

However, the main challenge has been generating acceptance of the new ways of working which these new systems involve. Civil service users have been trained in the Gladstonian way of thinking and have to adopt new philosophies and ways of working with their new systems.

"Neither the accounting nor the IT is fundamentally difficult, if managed properly," says Mr Garnett.

"The real problems lie in changing the culture. The chancellor has described us as measuring our performance by the rate at which we burn £10 notes. The new performance measures are intended to represent our equivalent of 'profit' in the private sector and to demonstrate that we are delivering value for money," adds Mr Garnett.

"The challenge is to combine an effective management culture with the existing intellectual culture of the Civil Service. Activity Based Costing is



William Ewart Gladstone (1809-85), British statesman and four times prime minister; he introduced a system for central government accounting in 1866. It is still in use today

one of several tools we will use."

Cultural changes are assisted by better management reporting and "access to information through drill-down," says Mr Elrick. "People can now run their departments from their desks. On-line on-time is the main driver that commercial accounting systems can offer to the process of cultural change and we are moving forward very rapidly."

"This is an exciting development for central government," says Andrew Likierman, head of the Government Accounting Service. The challenge for the

IT industry will be to help those involved to understand and use the new information systems."

Whereas resource accounting is being implemented within the Civil Service, legislation is still required to implement it for reporting to Parliament. When they have approved it, commercial accounting systems will have played a leading role in modernising central government.

Rod Newing, MBA FCA FInstD, is a specialist writer on executive computing (e-mail: rnewing@cix.compulink.co.uk).

EDI and electronic commerce

Faster ways to exchange data in government

Cost-saving project helps 585 local authorities to interpret hundreds of directives on fair trading

Local and central government bodies in the UK are cutting administration costs by up to 60 per cent by using electronic data interchange (EDI) in a unique way to exchange information on trading standards, consumer protection and law enforcement.

The project, winner of the 1995 British Telecom Award for Innovation in Electronic Commerce, was set up after a government study identified huge volumes of information which was being printed by computer systems, sent to other organisations and then keyed into their systems.

The Local Authority Co-ordinating Body on Food and Trading Standards (Lacots), which oversees the project, has now developed standard EDI messages so that the information can be transmitted in set formats and extracted automatically by computer systems at the receiving-end for analysis.

Lacots helps the 585 local authorities to interpret the 70 Acts of Parliament and 200 European Union directives on fair trading to ensure consistency across the country.

It sends a fortnightly circular on recent decisions to enforcement officers and produces an annual index of advice given in different areas.

It also operates a database of the 50,000-plus convictions each year relating to heavy lorries, typically involving overloading. This is accessed by local authorities and other bodies.

Masses of information also pass between local authorities, the Ministry of Agriculture Fisheries and Food, the Office of Fair Trading and other central departments.

"Local authorities handle a million consumer complaints a year and have to send details to the Office of Fair Trading," says Lacots chief executive Jim Humble. "They have to send statistics on food inspections to the Ministry of Agriculture. This is a horrendous document running to 14 pages, with more than 200 boxes to complete on each page."

Previously such data was compiled by each local authority, then printed and sent to the central government department, where it was keyed in to another system for storage, analysis and consolidation, thus raising the risk of human error.

The Lacots project team found that much of the information in such reports was standard and could be arranged in messages following the international EDifact standard message structure for EDI.

A pilot project linking 12 local authorities, Lacots, the Ministry of Agriculture and the Office of Fair Trading and involving EDI software specialist Kewill-Xetal and British Telecom's data network last year proved so successful that it is being extended to 130 trading standard authorities by next month.

An experimental link has also been set up with local authorities in France, and the European Commission is showing interest as a body which gathers consolidated data from European Union members.

This rapid growth follows average savings of 78 per cent. These savings range from 60 per cent on the reporting of food inspections and testing to 80 per cent on exchanges of information with the road traffic convictions database.

In some cases error rates have been cut from 70 per cent to zero. The savings are mostly in staff costs - but the project has also brought important increases in reporting speed.

"If a hazard is discovered in a food or other item, Lacots or the department of Health notifies local authorities, perhaps by letter," Mr Humble says. "A standard EDI message speeds up that process considerably. In addition, if a local authority stops a lorry on suspicion of being overloaded, it needs fast access to the convictions register: again, EDI extracts the relevant information and gets it back quickly."

The enthusiastic response to the system by local authorities and central government departments is leading to expansion in other directions. The pilot involved the development of eight EDI messages - and 30 more have since been identified, plus nine electronic mail applications.

John Kavanagh

Advances in data storage

Continued from previous page

within five years from last year's February start date.

"The project is well-conceived and can have significant impact on the industry as a whole," predicts Dumstan. "The government has been somewhat enlightened in tackling the problem this way."

The drive will be compatible with the current PC Card standard for credit card-sized notebook and palmtop computer add-ons and will have to offer a high level of ruggedness and be able to operate in both hot and sub-zero weather condi-

tions. Dumstan explains that although many observers see the existence of "healthy competition" in the technology sector as a strong driving factor in boosting research, it is not always the case - "in developing PC hard disk drives, you start with price and work backwards: that being the case, the battle you have to fight is making enough profit to be able to help push the technology forward," he says. Once, most companies followed a few large technology leaders, "but now individual companies have to promote new technologies out of their own pockets."



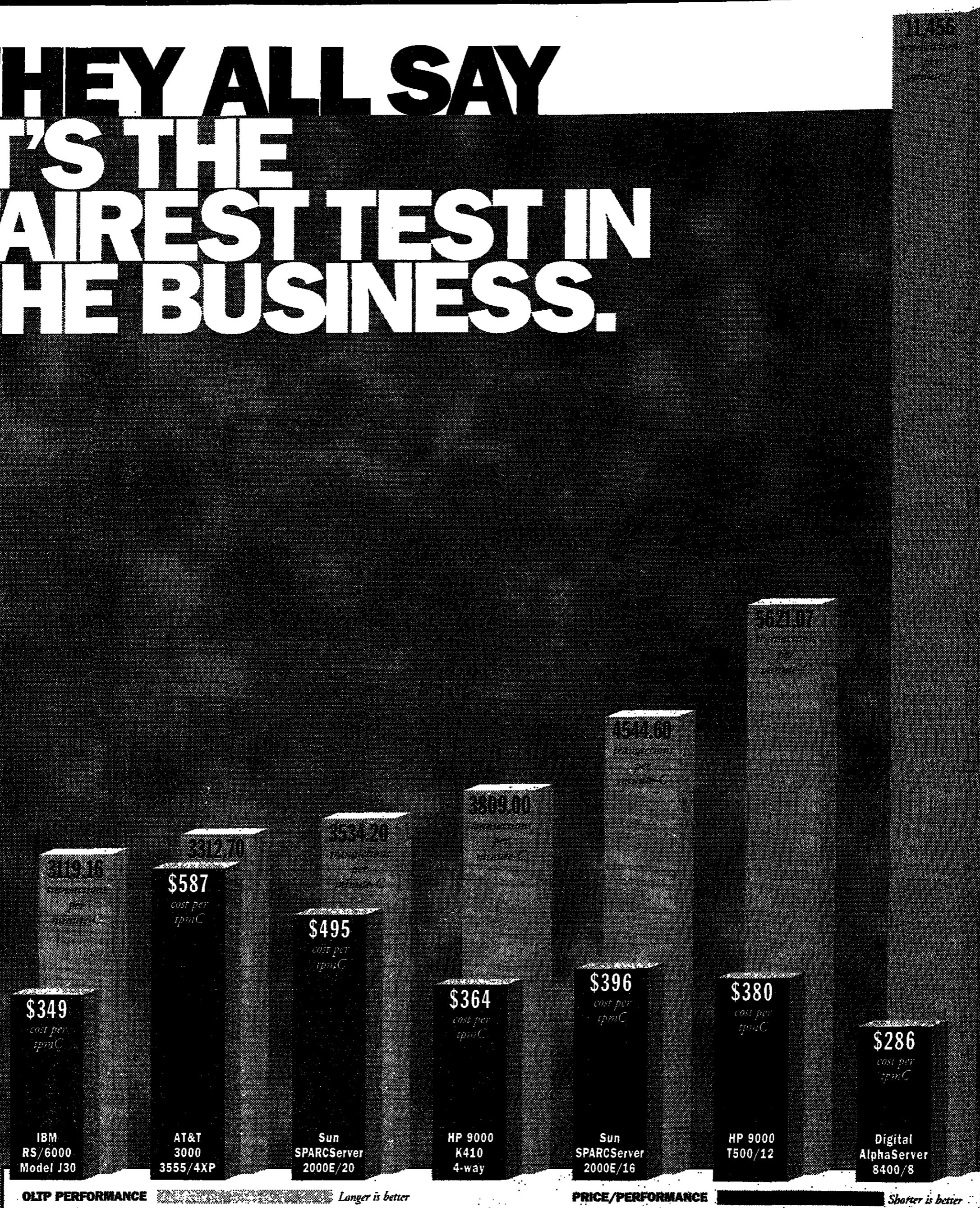
We liberate where other systems dominate

Empowering a new world... Supporting continuous change in your business and technology strategies... Giving you the freedom to determine the direction and pace of change in your organisation... Delivering implementation speed with rapid returns... Eliminate the need to compromise on your accounting solution... If you would like to discuss the value that Liberation Systems can bring to your business, call us... Call +44(0)1423 507294 or E-Mail: liberation@CODA.com

Liberation Systems for Enterprise Accounting



THEY ALL SAY IT'S THE FAIREST TEST IN THE BUSINESS.



SO WHO ARE WE TO ARGUE?

Never before has so level a playing field seen such a lopsided result. In the latest TPC-C[™] benchmarks (established by the industry for fair and realistic comparisons), the Digital AlphaServer[™] 8400 system outperformed all other UNIX[®] servers by margins from 104% to 267%. It outpriced/performed them all, too. But why such a spec-shattering blowout? For the simple reason that Digital has 64-bit technology. And they don't.

Running Oracle7 with 64-bit option, the AlphaServer system burned through the industry's toughest test, the



one that replicates the complexity of a multisite business where everything happens at once.

Perhaps you work at a place like that. And wouldn't mind clobbering your competition, too. Help

is available. Call your Digital Business Partner or phone +31 10 2588877 or fax us on +31 10 2588878. You

can also reach us via our Internet address: moreinfo@digital.com or visit our Web site at <http://www.digital.com>

©1995 Digital Equipment Corporation. Digital, the DIGITAL logo and AlphaServer are trademarks and Whatever It Takes is a service mark of Digital Equipment Corp. TPC is a trademark of the Transaction Processing Performance Council. UNIX is a registered trademark in the U.S. and other countries, licensed exclusively through X/Open Company, Ltd. Oracle7 is a trademark of Oracle Corporation. All other products are trademarks or registered trademarks of their respective companies. TPC results as of 12/8/95.

مكتبات الكمبيوتر

Telemedicine

By Geoffrey Wheelwright

Boon for rural areas

Computer technology and high-speed network links are changing the face of medical services in rural communities

The emerging science of telemedicine - using systems that combine personal computers, video-conferencing and high-speed data transmission - is now playing an important role in many small North American towns and lonely, country outposts.

Telemedicine uses techniques such as video-conferencing as well as patient and diagnostic information exchange via high-speed computer links to bring the expertise of large urban hospitals to bear on the medical problems of patients in outlying areas, without having to move the patients or send specialised doctors into the field. In the American state of Montana, for example, US West, a telecommunications service provider, has been testing one telemedicine solution for the past two-and-a-half years.

A telemedicine pilot project, known as the Eastern Montana Telemedicine Network (EMTN), has been running since September 1993. It is designed primarily to give rural patients access to physicians, and rural physicians access to specialists. An important secondary goal was ongoing education for healthcare professionals and staff. It involves US West and five medical centres whose provider area covers 37,000 sq miles - with a population density of less than two people per sq mile.

The "hub" of the project (to which remote medical facilities can dial in) is at the Deaconess Medical Center in Billings, Montana. Rural users are medical and mental health care facilities in the eastern Montana communities of Culbertson, Sidney, Glendive and Miles City.

US West provides dedicated high-speed networking facilities to each site, connected in a daisy-chain fashion, with access to a 384 Kbps channel for video and another 384 Kbps channel for data. The system makes simultaneous video conferences possible - or allows for the transmission of data during a video conference.

tana; Petersburg, Alaska; Driggs, Idaho and Colville, Washington so that they now have electronic access via interactive computer video to some of the top specialists in the main urban centre of Seattle, Washington.

Hospitals and clinics in each of these towns are part of this telemedicine project with the university, which is designed to evaluate the potential benefit of telemedicine consultations in the delivery of rural medical care. A grant from the Office of Rural Health Policy of the US Department of Human and Health Services funds the three-year project.

Medical consultations take place in locations equipped with desk-top computers and special devices to transmit live video and other images, such as x-rays and high resolution photographs. For example, a rural physician can circle a worrisome spot on an x-ray appearing on his or her computer screen and the circle will appear immediately on the same image on the University of Washington physician's screen in Seattle. The physicians can then see and talk with each other and the patient.

This project is designed to use the least expensive and least complicated technology possible to assure that the technology remains affordable for rural medical facilities. According to organisers, each telemedicine station costs approximately \$13,000 for a basic set-up with additional costs for extra accessories such as a film scanner and other special medical devices.

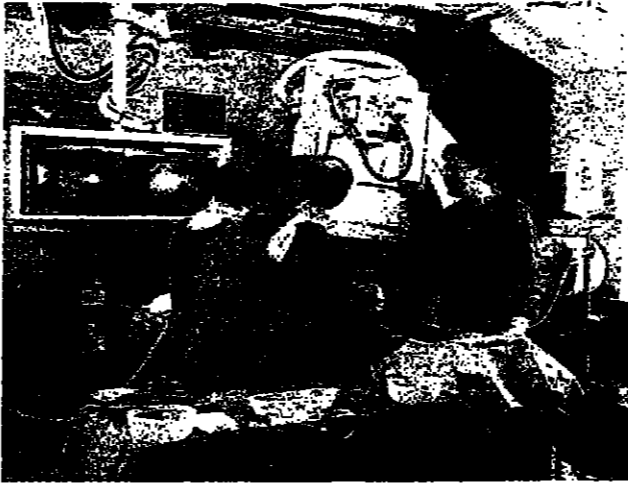
Another aim is that the system will provide support for rural physicians who often experience professional isolation, which leads to a high staff turnover in remote areas. But knowing that a consulting specialist is just a phone call away may be the type of support doctors alone in a rural practice need. According to Dr Thomas Norris, principal investigator for the University of Washington telemedicine project, it could make a big difference for doctors and patients - "isolation is the enemy in rural practice. We hope telemedicine can help alleviate it."

Telemedicine reduces the isolation of rural medical practice

conferencing (so that groups of doctors and specialists can confer about a case), and for what is called "time conferencing", which functions like a video version of e-mail. On a point-to-point basis, computer conferencing is also available, so that users at two different locations can work simultaneously on a document.

Mr Jim Reid, former director of the EMTN who is now an independent telemedicine consultant with Billings-based Innovative Medical Communications, says that the system has taken some getting used to - "over 50 per cent of the patients surveyed said it wasn't the same as being there in person. But 100 per cent said they would prefer telemedicine to travel."

Meanwhile, another set of telemedicine trials are underway involving facilities on the west coast of the US. The University of Washington has linked doctors in Roman, Mon-



Using the multimedia network, experts in specific areas of surgery can now guide other surgeons through complex operations - without needing to be present in the operating theatre

High-speed healthcare network

Multimedia saves lives

Philip Manchester reports on the progress of SuperJanet

Leading-edge networking technology is taking UK healthcare into the 21st century. The SuperJanet network, first set up in 1993, provides high-speed multimedia networking to medical researchers and practitioners across Britain.

Funded by the Universities' Funding Council, SuperJanet evolved from the Joint Academic Network (Janet) which operated on an earlier generation of networking technology. SuperJanet uses a high-speed networking technology called asynchronous transfer mode (ATM) to provide the bandwidth capacity needed for multimedia applications, such as video-conferencing. The network runs on leased lines from BT using ATM switching hardware from General DataComm.

SuperJanet allows, for example, students to watch skilled surgeons perform "live" operations over the network. Students and researchers can also use the network for video-conferencing and to view rare

manuscripts and academic papers held in university libraries, via a desktop computer. "The important thing about ATM is that it gives you the ability to run a multi-service network. It's essential for the sort of application we are running because you have to be able to separate traffic," says Mr John Dyer, technology manager at the UK Education and Research Networking Association (UKERNA).

"We now have 15 sites connected to SuperJanet which can all participate in both data and video services. The video service is full motion, full frame - which is important so we can get the image quality." Six of the sites are regularly involved in the most ambitious aspect of the service which gives students access to surgical teaching. Standard audio visual equipment in operating theatres feeds through to a coder/decoder (code) connected to the ATM network. There are plans to use SuperJanet as a way of allowing consultants to advise on surgery remotely. An expert in a specific area of surgery could, for example, guide a surgeon through a difficult operation without needing to

Continued on facing page:

Injury claims processing

By John Madsen

Danish trailblazers

New case records system eradicates paperwork delays

Denmark's Industrial Injuries Board receives 330,000 letters a year - yet it is aiming to become a paperless office by 1997.

This project will include document imaging, work-flow systems and electronic data interchange and allow staff to work from home. At the same time it will enable staff to take greater responsibility for cases, increasing their job satisfaction.

The Industrial Injuries Board, an agency of the Ministry of Social Affairs, handles compensation for industrial accidents, work-related illnesses and victims of Nazi occupation from 1940-45. It also advises courts in private insurance cases.

The statistics surrounding the board's activities make the paperless office seem an impossible dream. Its 300 staff get 46,000 new cases a year, receive 1,300 letters a day and send out around 1,500 - amounting to at least 375,000 a year.

The board took a big yet relatively simple step in 1992 by linking its chosen word processing software, Wordperfect, to its case records system.

This has cut the separate keying of the same information into two systems.

"The letters always contain information which is found in the case system, such as names and addresses, details of employers and insurance companies and information on injury dates and diagnoses," says Anne Madsen, the board's deputy director-general.

"Writing, compensation calculation and recording are now done in a single, automatic process.

"The case worker enters the file number and the code of the standard letter to be sent. An individual comment can be added to the letter if necessary. The system prints the letter and updates the case information; for example if the letter is to inform someone of a decision, the case record will be updated with the type of decision.

"If the decision is to award

compensation, the system calculates the amount, inserts it in the letter and, again, updates the case record.

"All this means it is easy to get a quick overview of an entire case, including all the outgoing correspondence, through a single enquiry."

The system links overnight to the national citizens register to update the central records with any changes of address.

This 1992 development has already had considerable impact. In effect all the tasks which have now been automated were previously done by separate teams: there were staff entering data to the case records system, others word processing letters and a third group handling calculations, in addition to the professional case workers.

Automation cut the need for staff but instead of making half of them redundant the board chose to retrain them to take

more responsibility and to improve service.

"We work under contract to the Ministry of Social Affairs and part of the contract is to constantly seek to improve quality," Mrs Madsen says. "We have surveyed 2,500 direct clients and 300 organisations, such as unions and insurance companies, on their expectations and have set performance targets. For example, letters acknowledging receipt of a claim are sent within five days.

"Technology plays a part here, too: for example we produce weekly information on the numbers and quality of cases processed."

The board is now moving toward a paperless office by introducing still more technology. It is working with computer company Unisys on several projects at once.

One key aim is to stop physically handling "masses" of letters. A pilot project is under way here on document imaging to store incoming letters as images. Letters are barcoded with reference details for automatic storage to and retrieval from the correct case files.

An associated work flow project has been set up to identify further efficiency measures and changes to procedures. These projects are based on Unisys Unix computers and a Novell PC network.

The board is also looking at extending these systems to people's homes to support teleworking. This would not be every day but would enable staff to work from home for two or three days a week if they wished.

Meanwhile, telecommunication is being extended to the outside world, typically through electronic data interchange (EDI): the automated exchange of documents in standard formats between computers.

This is generally associated with the transfer of orders and invoices between companies but it is also used for exchanges between public bodies. The board is using it to communicate with hospitals, insurance companies and local authorities to request and receive standard information.

As the document imaging project progresses it will also send images of past correspondence to insurance companies electronically.

Electronic communication could even be extended to individuals; Mrs Madsen points out that well over 60 per cent of homes in Denmark have PCs.

All these developments are in line with the Danish government's Information Society 2000 project, which grew out of a 1994 study commissioned by the relatively new Ministry for Research and IT.

"We want to be trailblazers in the Information Society 2000 project - and we intend to reach our paperless office target by 1997," says Mrs Madsen.

Electronic Cash

SIEMENS NIXDORF

Europe's No. 1. Three year's running.

Siemens Nixdorf is Europe's largest IT vendor. In fact, according to Datamation, we rate No. 1 in no less than 5 categories: Midrange Systems, Mainframes, Workstations, Maintenance and Services and have led the overall rankings for the past three years.

But our pole position is more to do with attitude than size. The reason we are ahead of the pack is our focus. A focus on customer needs. It drives us to create truly effective open systems solutions. Such as R/3 LIVE, the world leading enterprise-wide information system based on client/server architectures. Or CaMIS, which provides clinicians in UK hospitals with modular patient administration and management systems.

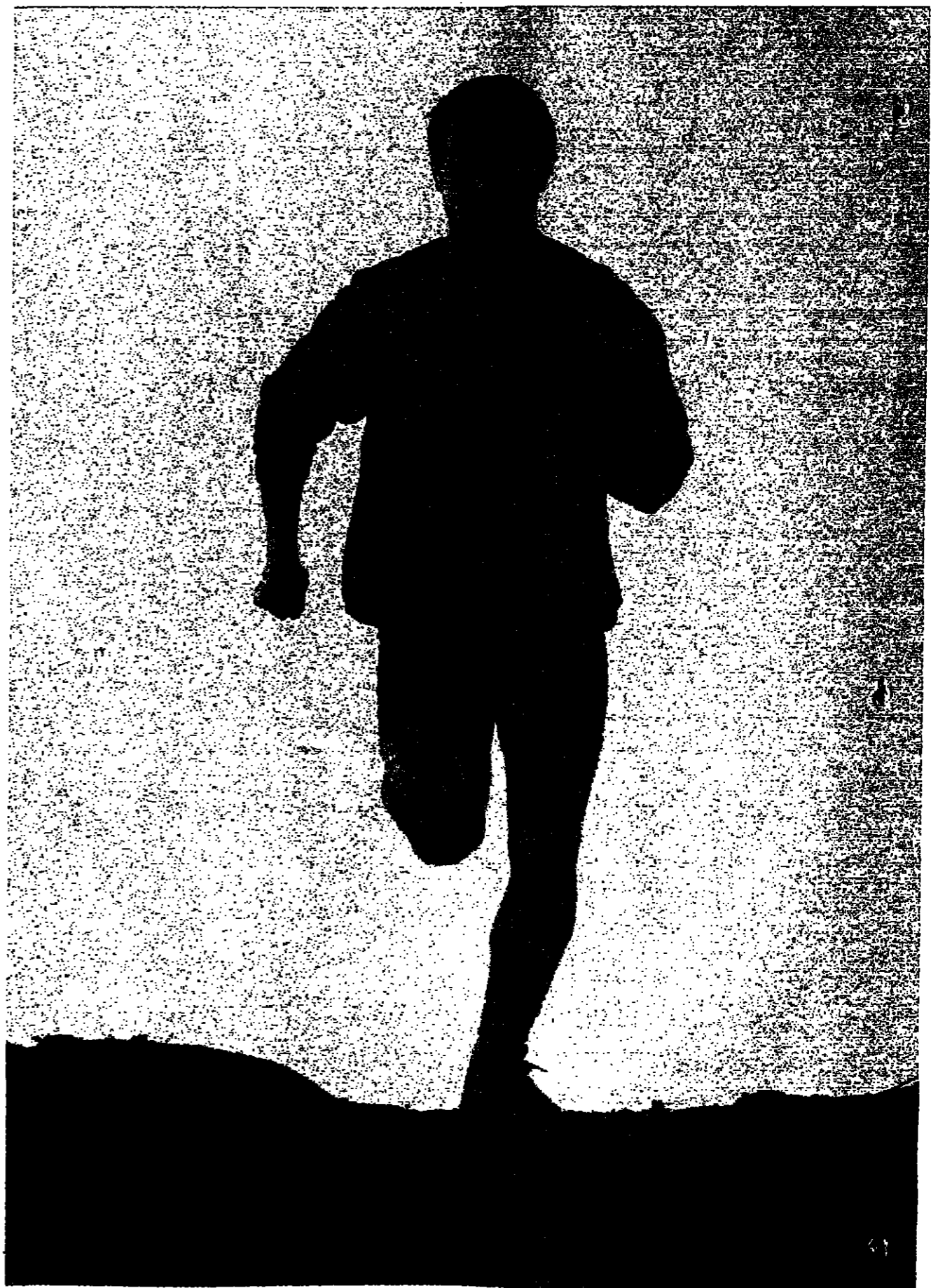
It leads us to make products which run ever faster and more efficiently; whether they are PCs, UNIX or mainframe servers, customer service terminals or high speed printers.

It encourages us to deliver services which keep businesses running smoothly with multi-vendor hardware and software maintenance, network management and outsourcing services.

Whatever you need to keep your business running - talk to Siemens Nixdorf. We are taking the lead by putting our customers first.

Siemens Nixdorf Information Systems Limited, Siemens House, Oldbury, Bracknell, Berkshire RG12 8FZ. Tel: 01344 850886 Fax: 01344 850912

All trademarks acknowledged



مركزنا للأعمال

Enterprise intelligence systems: Data access and reporting tools

By Claire Gossard

Reward offered for inside information

Employees want computers to help deliver insights, not just mere numbers

Enterprise intelligence systems, EIS - now rechristened since their first outing as executive information systems - exist so that business users can get their own insight from manipulating the facts and figures.

The old-style EIS presumed that the view from the top needs more insight than anyone else's, and more help getting it. That is a dangerous assumption, according to Mr Nigel Pendse, principal of consultancy OLAP solutions, and co-author of the OLAP (Online Analytical Processing) report by Business Intelligence of Wimbledon.

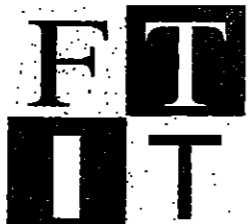
"EIS for executives was discredited for two reasons," says Mr Pendse. "It was based on the hypothesis that if senior executives had access to data, they would do their jobs better. It was flawed, because that's not how they spend their time - and they tend to rely on people and opinions, not facts and figures."

"Even if true, the double problem was overcoming the technology: the IT people thought a lack of keyboard skills indicated a lack of intelligence, and produced what I call 'patronising' systems."

Hence, argues Mr Pendse, the change from E for Executive to Enterprise or Every-one's in the acronym, EIS. Once the scale changed, from a few users in the boardroom to hundreds of potential users, the EIS price-tag also became unrealistic for a simple information system.

"Eventually the penny dropped that hand-crafting elaborate screen displays was a waste of time; screen displays were not an issue for the people who turned out to be the real users, whether executive or otherwise. The emphasis changed to getting hold of the data," adds Mr Pendse.

"Data turned out to be the real issue: getting hold of it and making it consistent, and delivering it to the right people. The key is automating that entire process," he says.



Software at Work

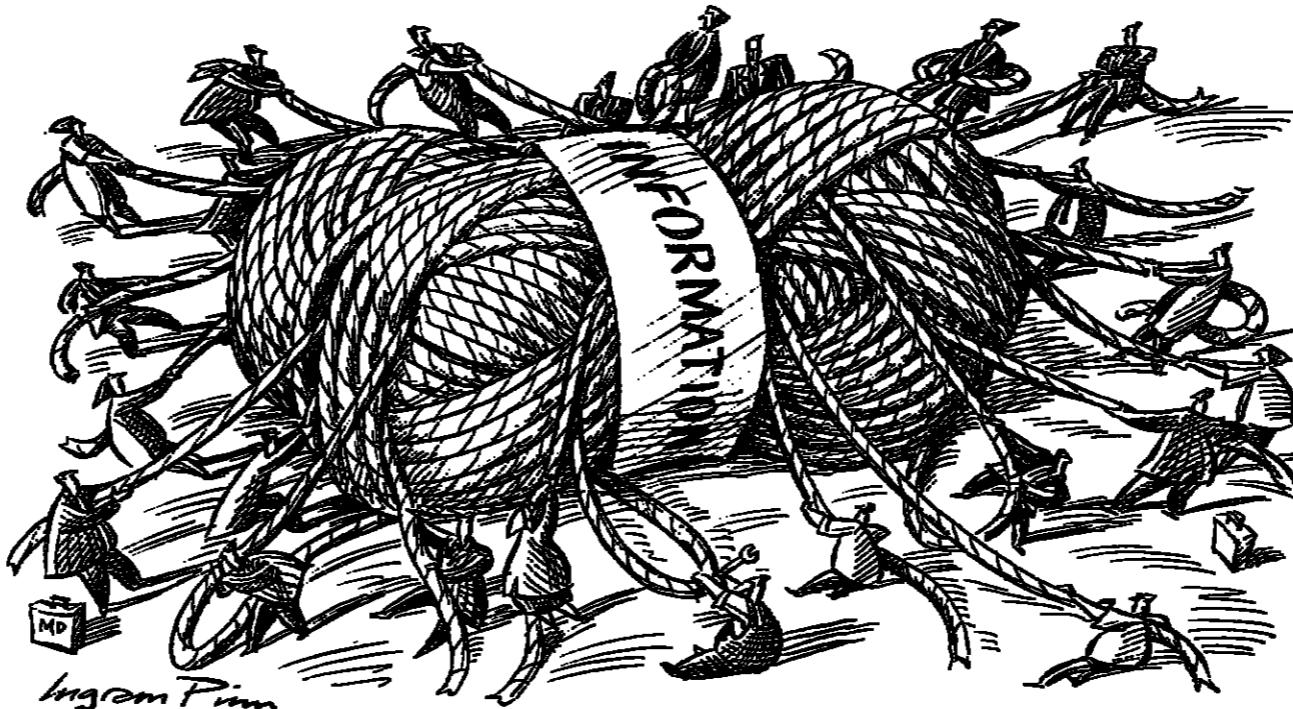
How enterprise intelligence systems help to identify new business opportunities

The trouble with historical data, he adds, is that the company structure will certainly have changed, and the level of historical detail available may not be adequate to re-state the history in a form compatible with the current structure.

The new-wave merchants of "data warehousing" tools have certainly seized on data cleansing as a significant activity. Mr Ram Srinivasan, product director at Los Gatos-based Red Brick Systems, identifies five distinct components of analysis access and reporting - "users need to get data out of operational systems, cleanse, scrub, reconcile it. The business user accessing the data warehouse and asking ad-hoc one-off queries is at the other end of the process."

Red Brick participates in the middle, grasping that data and loading it into the data warehouse database in an overnight window - "an example might be a drug store, updating the day's Epos (electronic point-of-sale) transactions. We help manage data and provide connectivity".

Whereas the old-style EIS systems were delivered to consumers, the data warehouse



approach is to provide users with a query tool which allows them to do it themselves. In the opinion of Mr Pendse, the difficulty is getting the balance right between tools for experienced computer users,

and giving novice users access to a simple tool - "some of the vendors got it wrong by making it too complicated, and others got it right by pitching it as a simple level, suited to an enormous market. In my opinion, Arbor got it right, so did TM/1 from Simper Corp, and Cognos with PowerPlay, which now has over 100,000 users".

Cognos, he says, has won a larger market by keeping it simple - without being trivial

- whereas Holo, from holistic, "is labour-intensive to build, but it builds excellent systems. The holistic approach is to have lots of features. Cognos is to keep it simple". The balance between simple

and powerful is no easy act. SAS Institute, whose SAS System is one of the most sophisticated analysis tools available, has just launched a financial modelling suite aimed at achieving the right balance.

Its previous EIS suite was dismissed by Mr Pendse as being for "idiots or programmers - with nothing in between". The new approach guarantees a robust application, which will nevertheless allow the user to cruise for information and refine queries in the process known as "data mining".

Another interesting development has been the addition of "EIS-like" extensions to accounting suites, such as D&B's Smartstream and Teler's Chameleon CS3 and Legend products.

Mr Tom McDonagh, product marketing manager for Smartstream, says that decision support, OLAP, and EIS-like facilities were central to the Smartstream strategy.

"We were criticised for being slow to market with client-server solutions, but we did it right because we built a common architecture, and we built workflow into Smartstream from the start: that's a hand-wagon others are now keen to jump on."

"The common applications architecture we use supports all the core processes, but the desktop interface integrates images with text, spreadsheets, and all other components of business processes."

This last idea, of introducing an element of sharing and distribution of the data, could not be further from the original exclusivity of the EIS. Yet it has retained the elements of disparate sources, and different formats.

It is this ability to give the full overview that makes the data warehouse so alluring: a consolidation of data from different sources, with powerful search and retrieval tools which allow the user to travel and explore correlations.

"Business and IT are really acting as one through the data warehouse, which is why it has caught on so fast," concludes Mr Ram Srinivasan. "Management systems allowed people to automate activities in isolation, creating islands of efficiency. This approach turns the picture upside down, connecting those activities so you can look at the situation from the customer's point of view. It changes the basis of competition, so that IT has a wider role in identifying new business opportunities."

By Rob Newing

Data analysis: Towards the information suite

New ways to extract key business data

Companies need more software tools to cope with increasing volumes of information. They may even get them in suites

As competition becomes more intense, the amount of information available is increasing dramatically. Organisations are going to need to analyse and exploit larger volumes of information more effectively than their competitors.

Users may already have Enterprise Information Systems (EIS), On-Line Analytical Processing (OLAP) servers, data warehouses and query tools to provide them with business intelligence, but these are not going to be enough. OLAP servers provide an

interactive multi-dimensional view of data, using powerful analytical functions and can be accessed by a variety of tools, including spreadsheets and EIS.

A whole range of information tools already exist in specialist areas and they are going to be used more widely in conjunction with existing tools. These will include data mapping, data visualisation, data mining, neural networks, intelligent agents, text search, business rules and others.

Desktop mapping software provides a graphical view of

data, superimposed upon a digital map.

Microsoft says that 90 per cent of corporate data already has a geographical dimension, such as an address or telephone number. This can be converted to latitude and longitude which can now be stored by relational databases.

This, in turn, allows users to explore the business environment geographically, comparing data in relation and proximity.

All this can bring a new vision to the underlying data. It allows users to find new

information, such as how many customer-sites are within a hundred miles of a factory. Integrating external demographic data can show such information as local market sizes and penetration.

Data visualisation tools provide a three dimensional graphical representation of corporate data, showing relationships and relative sizes. Users are able to navigate through a three-dimensional view of their data by steering with a mouse. This shows vertical histograms and lines which show linkages to further analysis.

By following the linkages, data visualisation makes it

easier for users to understand the relationships within different parts of the database. They are able to gain a better overall understanding of the structure of their data and therefore the business environment which it represents.

Data visualisation may also include data mapping. Microsoft has recently demonstrated this as a future function in its Office suite.

Alternatively, data mapping may show a visual picture of where information lies physically within an organisation, allowing users to identify sources of information or related records.

Data mining tools allow users to examine large xpl

umes of numerical data to discover hidden patterns and cross correlations. These would be difficult or impossible to establish using normal queries and analysis techniques. They differ from traditional tools because the user does not know what question is to be answered.

The main technologies used are genetic algorithms and neural networks. Genetic algorithms establish pattern rules and decision trees from the data.

Neural networks are computer programmes which can be said to work in the same way as the human brain.

Continued on facing page

An AS/400 Advanced Series Solution



is a client/server network that sends sales data throughout the Sega empire instantly



He was also the first at Sega to see that AS/400 Advanced Series could do all this with lower administrative costs than other platforms.

When your business grows from zero pounds to seven hundred and fifty million pounds in five years, choosing a client/server system that can keep up with the growth is pretty important.

Which is what Bill Downs of Sega has found with AS/400 Advanced Series.

"In five years, we probably would have had two or three different business systems if we had started with something that didn't scale as easily as AS/400," says Bill. "None of us had the idea we would grow as fast as we did."

Bill has his AS/400 Advanced Series running the entire business. He's using it to process orders and schedule delivery to 20,000 retail stores overnight. He has his company's PCs, Apple Macs and Silicon Graphics workstations running off it. And his AS/400 Advanced Series does all this with a technology budget of less than two-thirds of one per cent of revenue, and with minimal support staff.

If you'd like to see how you can manage business growth at lower cost with AS/400 Advanced Series, call your local IBM dealer. Or visit our home page at <http://www.as400.ibm.com>

and the ability to add more power at a moment's notice.



Behind Bill Downs' success in keeping Earth safe from alien life-forms



Solutions for a small planet

Other company, product, and service names may be trademarks or service marks of others.

مكتبة الأصيل

Computer industry trends

By Paul Taylor

The threshold of a significant change

Powerful networks will increasingly unlock corporate 'knowledge' and move it to people who can use it effectively and creatively

The arrival of the desktop personal computer in the early 1980s changed the corporate computing landscape for ever by shifting computing power from the mainframe and the central IT department to the end user. Quite soon, however, the limitations of systems based around islands of computing power became apparent ushering a second desktop revolution as stand-alone PCs were hooked together to form Local Area Networks (Lans) and then Wide Area Networks (Wans) to share applications, data and peripherals.

In some companies, distributed computer systems and client/server networks have replaced mainframe systems for many applications, including those "mission critical" processes on which organisations depend.

Among the primary beneficiaries of this shift have been hardware vendors such as Compaq Computer, IBM, Digital and other hardware vendors who have developed high-powered machines for the \$1bn-a-year PC-based server market.

Meanwhile, Novell's NetWare has become the undisputed market leader in networking software with more than 80 per cent of the global network operating system market embracing 40m users. At the same time, it faces competition from rivals including Microsoft Windows NT server, IBM Lan Server and Banyan Vines.

Local area networks have been interconnected using devices such as routers, hubs and bridges to form enterprise-wide computing systems since the late 1980s.

As a result, the Lan networking market has become a key focus for network hardware suppliers such as Cisco - the worldwide interconnecting

product market leader - 3Com, and Bay Networks. Companies are using a wide variety of methods to connect remote sites and "teleworkers" operating from home. These facilities range from dial-up modem connections over ordinary analogue telephone lines to integrated services digital network (ISDN) connections and dedicated high speed digital links.

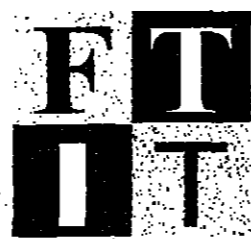
The growing pervasiveness of networking has encouraged vendors such as Cisco, which originally focused on the big corporate market, to launch products aimed specifically at small- and medium-sized businesses and teleworkers.

According to Dataquest, the market research firm, the market for internetworking products aimed at the mid-tier and small office/home office market is estimated to grow from \$5bn to \$17bn by the end of the decade.

Supporting this, a recent survey commissioned by US Robotics, the modem manufacturer, revealed that 80 per cent of UK-based network managers rate dial-up remote access and Wan connectivity as a priority issue for the next 12 months.

The rapid growth of local area networks, client/server systems and internetworking has meant new challenges for IT departments used to dealing with centralised mainframe-based systems and applications.

Faster PCs and network servers and larger multimedia-rich files already mean that many corporate networks, based on traditional technologies, are close to breaking point. As a result, there is increasing interest in high-speed networking technologies such as Fast Ethernet and Asynchronous Transfer Mode (ATM) capable of carrying high volumes of mixed data, voice, graphics and video.



Network-Centric Computing

Route to leaner, smarter operations

Other issues facing IT departments include network managing the network and network security - a key issue, particularly with the growth of connections to the Internet.

Many now argue that the growth of Internet commerce in particular is ushering in another profound change as artificial boundaries between internal corporate networks and the wider external world crumble.

"The distinctions between Inter and Intra-networking are blurring," says Mr Nigel Oakley of 3Com. This new computing model has been dubbed "network-centric computing" by some industry participants, including Mr Louis Gerstner, IBM's chairman.

He believes its advent represents an important opportunity for IBM because the implied requirements for complex network management, systems management, heavy transaction processing, massive databases, powerful scaleable servers and systems integration play to the US computer group's strengths.

"We are excited about network-centric computing because if you look at it from the customer viewpoint, they are not really interested in buying it piece by piece," explains Mr Christian Thom-



Louis Gerstner, IBM's chairman: 'The implications of network-centric computing will transform every business organisation and institution in the world'

messen, general manager for IBM network-centric computing in Europe. "We think we have some leverage here."

Similarly, Novell argues: "The value of information technology is rapidly shifting from the power of host and personal computers, to the ability of these systems to connect into the vast resources of the network."

"Businesses are using the network to run leaner and smarter, deploying information resources more efficiently and communicating more effectively both within the organisation and externally with customers, partners and suppliers."

In his keynote address to the Comdex show in Las Vegas in November, Mr Gerstner said the industry was at "the threshold of the next major phase of computing", driven by high-speed, high-bandwidth networking.

The IBM chairman argued that, despite its advantages, "the promise of distributed computing has not been fully delivered."

System incompatibilities mean it has been harder to connect individual devices while client/server computing has also been far more expensive than anyone imagined. "It is expensive because of

the complexities and also because a lot of customers - especially large organisations - are waking up to the fact that they have put the equivalent of a 1985 mainframe on the desks of every one of their clerical workers - with all the maintenance, backup and service costs now multiplied by thousands, and in some cases tens of thousands," he said.

"We have come to understand that client/server computing is, in fact, not a full-blown phase of computing. It is really the leading edge of what will be the next phase: network-centric computing."

Mr Gerstner argued that, until recently, communications technology had been lagging developments in other fields. "PCs and servers have become enormously powerful, but they communicate through the equivalent of soda straws," he quipped.

"However, that is now changing. Very powerful technologies, including ATM, will be to the next phase of computing what the microprocessor was to the current phase."

More controversially, Mr Gerstner argues that once the communications link between the PC and the network is cheap enough, fast enough and

has virtually unlimited bandwidth, "why not migrate a lot of the functions that currently reside inside the PC to the network - the applications, the data, the storage, and even some of the processing."

However, he concedes that, "the network-centric world will not replace the PC world entirely any more than the PC world replaced the mainframe world entirely."

At the moment, IBM argues, corporate 'knowledge' is spread across incompatible computer systems; it is distributed across personal computers in various departments, but powerful networks can unlock this knowledge and move it to people who can use it effectively. This drives shorter cycle times and allows teams of people to become more productive and creative.

"As companies use networks to 'push out' to their customers directly, we will see dramatic changes in the nature of competition."

"Companies that stand between a supplier and a customer will be on dangerous ground," warned Mr Gerstner.

The implications of network-centric computing, "go on and on," said the IBM chairman. "It will transform every business, organisation and institution in the world."

Network management

A moving target raises problems

Few systems managers can meet all of today's challenges, says George Black

As standalone computers give way to networks, how to manage those networks effectively has become one of the industry's top priorities.

The problem is how to provide a good service to a fast-growing number of users without incurring fast-growing costs. As yet only some of the necessary answers are available.

Solutions are required at several levels. At the most basic, network managers need to monitor events and keep inventories of all their technology to ensure that usage is properly authorised and paid for. They need to form policies for upgrading hardware and distributing new software. They need to know how well the various components of their networks are performing and when they are likely to need attention.

All this is extremely hard to achieve when people are constantly adding new devices and applications to the network without the knowledge of the network manager.

Surprisingly few network managers have a firm grip on these situations. Also, there are much more elusive objectives on the increasingly prevalent multi-vendor networks than there were on isolated mainframes, minicomputers or personal computers.

A key issue is being able to manage machines and software spanning several different operating systems, including new ones which may become suddenly popular, such as Microsoft's Windows NT.

"Managing distributed organisations is a great challenge and no-one can say they have got all the solutions," says Jolanta Pilecka, software products marketing manager at Hewlett-Packard.

As technology is rapidly

evolving, network management is a moving target - "the number one requirement is that networks must be built for change," observes Mr Pm Dale, product marketing manager for Sun Microsystems. The necessary software tools are becoming more powerful and more widely used, but there is still a long way to go.

Network managers need automated solutions to their problems because they cannot afford to hire more people to do this work. A recent survey across Europe by the UK market research company, Spikes Cavell, shows that, despite rating network management as a top priority of the computer department, three-quarters of companies employ fewer than 10 people to do it. Software

Confusion over standards is hindering progress

that will take some of the strain is therefore high on their shopping lists.

Progress in network management technology has fallen behind the timetable which analysts such as Gartner Group were forecasting a couple of years ago. Some of the key products have not matured as fast as was hoped.

Hewlett-Packard with its OpenView and Sun Microsystems with its Solstice SunNet Manager, dominate the network management tools market. Other important products in the field include IBM's SystemView, also sold by Digital with various modifications in its Polycentre NetView range, and Microsoft's Systems Management Server (SMS).

Hewlett-Packard has now launched the first release of a new client/server version of OpenView called Network Node Manager 4.0 (formerly code-named Tornador). A second release of the product is scheduled for March or April.

Continued on facing page

Use the **VOICEMAIL** is ringing."

Did she say connector instead of phone? Well, if she's from AMP it's understandable, because we've asked our people to think of anything that provides connectivity, even between people, as connectors. ♦ Usually thought of as pieces of plastic and metal sitting on circuit boards or ends of cables, connectors are being redefined. We're broadening their definition to include the circuit boards and cables, seeing connectors as entire signal paths - from where they're generated, to where they're received. ♦ Redefining connectors has led us to add certain technologies to our company, like circuit boards, cable assemblies, sensors, optoelectronics, and wireless components. And we bring these technologies together to create proven connectivity subsystems that our customers can drop into their designs - giving them a better way to solve problems brought on by faster chips, shrinking form factors, and shorter development times. ♦ So while we don't expect everyone to think of phones as connectors, our customers benefit because our people do.

Connecting at a **HIGHER** level.



AMP Incorporated, Harrisburg, PA 17105-3608. Contact your regional center: USA 1-800-522-6752, Canada 805-470-4425, England 44-1753-678800, Singapore 65-482-0311, Japan 81-44-813-8502.

selecting the right supply chain software

software questions
softworld answers

SOFTWARE FOR THE SUPPLY CHAIN is one in a series of demonstration led events designed for buyers of specialist application software.

- FREE PRODUCT DEMONSTRATIONS
- FREE EXHIBITION
- FREE 1996 SOFTWARE REPORT & DIRECTORY

softworld[®] for the Supply Chain
20-21 March 1996
NEC, Birmingham

in association with
Coopers & Lybrand

Telephone: 0181 541 4865
Fax: 0181 974 5188
Tel Fax: 0181 546 8882

European Information Technology Observatory 1996

Get a copy of the EITO's new edition!

4th edition of the unique and indispensable yearbook. 400 pages of up-to-date and valid information on the whole European Information and Communications Technology (ICT) market.

This year's EITO contains:

- The latest European-wide statistics and market analyses plus 1996 special studies:
- Towards the Information Society: New Network Services and Applications
- The ICT Market in Europe's Banking and Financial Services
- The Evolution of ICT Distribution Channels in Europe

EITO is published and sponsored by EUROBIT, ECTEL and the European IT trade fairs CeBIT, SIMO, SMAU, Association SICOB, KDL, SYSTEMS, and Deutsche Telekom. It is supported by the European Commission and the OECD.

EITO 1996 will be available in March for the price of ECU 46 (plus VAT and mailing).

For orders or further information, please contact:

EITO c/o EUROBIT
Lyoner Straße 18, D-60528 Frankfurt,
fax: +49/69/6603-1510,
phone: +49/69/6603-1518,
email: c.peter@fvit-eurobit.de
Internet: http://www.fvit-eurobit.de/eito

DON'T BUY HARDWARE

...till you're sure it's what you need.

The Micro-Rent Hire-to-Acquire scheme lets you evaluate computers and peripherals before you commit to capital expenditure.

And the costs are remarkably reasonable because you get big rebates on the rental element when you progress from 'hire' to 'acquire'.

Get the details call 0171-700 4848

BusinessCentre
COMPAQ

Micro-Rent plc
MR

مكتبة النور

Network security and data protection

By Tom Foremski in Forestville, California

The never-ending journey

While computer networks continue to transform the way companies work, "the issue of network security is not a one-time event - it is a journey for ever," says a systems expert

As companies increase their use of networks internally and establish links to the Internet and other external networks, the problems of securing their systems and data rise enormously - and there is no easy solution.

Each time a company adds a local area network, or a gateway to the Internet, or adopts the popular distributed client-server model of computing, it increases the security risk because there are more potential areas of access to sensitive information. These risks come not only from outside the company in the form of hackers, but also from within the organisation, from curious or disgruntled employees.

One of the biggest security problems in this area, has been the fact that few business managers have recognised the security risks or taken them seriously. Yet the number of security problems has increased dramatically over the past few years, helping to prod users and the computer industry to develop and deploy more robust security measures.

The results of a survey of 1,200 information system managers, conducted by Ernst & Young late last year, show that the security message is getting through but there is still a lot of education on the issues to be done. Almost half of those taking part in the survey said that their company had experienced security problems that resulted in a financial loss. For about 20 companies, the financial loss was at least \$1m.

About 40 per cent of the survey respondents said that senior management awareness of the security problems was a key obstacle to better security procedures.

"Information technology and the use of networks is causing a renaissance in the way companies conduct business but this means that business people have to realise that protecting information assets is often more important than protecting physical assets," says Fred Jones, director of information security services at systems integrator Electronic Data Systems.

Kathleen Kincaid, director of IT Security Programs at IBM,

says that the media has helped to raise awareness of security problems - "there has been a lot written about security risks and the Internet for example, which has led to people calling us and asking if they might have a security problem."

But many companies start looking for security solutions only if they have had a problem themselves or have heard of a company in the same business that has problems. Mr Jones, at EDS, points out that it is difficult to add-on security to an existing information system. Security must be considered as an integral part of the re-engineering process to be the most effective.

Even in organisations where securing networks is a priority, there are many issues that have to be addressed and the solution can be complicated with many levels of options available - "there is the security of the physical transmission, security at the logical layer, and perhaps an application layer. What I've found is that at each layer people want to secure that layer. And within each layer, there are

different alternatives for transmitting information securely," explains Ms Kincaid.

Encryption technologies and public key/private key mechanisms provide good security but there are many different ways to apply them to different parts of the information system, further complicating the issue.

The good and bad news is that awareness of security on networks is much higher and most computer companies have added security features to their software and hardware products. The bad news is that it is difficult to make all the different parts work well together.

"There is a lot of overlap and holes in the system security when using different products. It can be a real hodge-podge trying to make it all work well together," says Jones. "What is needed is the establishment of key security standards and these have to be done on a global scale."

Jones adds that while there is work being done by industry consortia on various security

standards, progress is slow. Firewalls are a key method of securing networks and there are many new products on the market. Firewalls are hardware and software systems that monitor network traffic and will block network data from coming in or out, based on various criteria, such as sender ID or type of data.

But firewalls are complex to set up - for small companies with little in-house expertise, outsourcing such security measures is often the best solution. The ideal solution is for security to become a "transparent" application - "security should not hinder the user," points out Mr Jones. "But it is vitally important that the user must be made aware of why the security is there. Staff education is a very important part of any company's security procedures."

Some products, such as the groupware software Notes, from Lotus Development, offer users a simple option to encrypt data by checking a box. Some security systems require users to memorise a list of passwords for different

applications. Passwords work well but they can also easily become a key weakness in a security system. Often, users do not change them regularly, or they use simple and obvious passwords such as their birth date or the name of relatives. Passwords are sometimes even posted near computers.

Encryption technologies lie at the heart of many security measures. These use powerful mathematical operations that make it virtually impossible for an eavesdropper to decode an encrypted message on a network. IBM's Data Encryption Standard and RSA Data Security's public key encryption technology are good examples of reliable and secure encryption technologies.

But the US government limits the use of powerful encryption technologies on the basis that it will make it more difficult for law enforcement agencies to monitor criminal activities.

For example, it is illegal to export certain encryption technologies abroad - a key problem for multinational companies which are unable to use the same encryption technology across their entire enterprise.



Dealers on the Hong Kong Stock Exchange: security is becoming vital in the financial world, where 'firewalls' are a key method of securing networks. Firewalls are hardware and software systems that monitor network traffic and will block network data from coming in or out, based on various criteria, such as a sender's ID or type of data

Global network service

Lotus is first to use BT's new public servers

British Telecom has just set up a global public server service in partnership with Hewlett Packard, writes Rod Newing.

British Telecom's global communications network will allow it to provide a wide area network service. Hewlett Packard will provide BT with the servers, together with services and expertise, from a "server farm" in Bristol. This will start with between 10 and 20 HP9000 servers, with more being added as demand increases.

Lotus Development Corporation, an IBM subsidiary, was a key participant in establishing the new service which is being launched this month.

This move is part of its strategy to extend the sharing of information between companies and individuals through Lotus Notes Public Network Service. The facility is a special version of Lotus Notes designed to meet the scalability, reliability and administration requirements of public networks, including billing services.

Applications

Organisations will be able to support business processes using BT's global network to integrate with suppliers and customers around the world, using applications located on the public servers.

A single connection to the BT servers means that organisations will no longer need to set up a wide area network within their organisation and with their customers and suppliers. This will reduce the cost of setting up applications and infrastructure for user organisations.

The number of Lotus Notes users is growing rapidly, doubling in the past six months to 4.5m. They can access the servers by point-to-point connections, such as ISDN, the Internet or from cellular telephones.

Notes security is available for each method. The applications can also be designed to be accessed by any Internet browser. Lotus Notes applications on the server will allow

organisations to communicate with customers using data, images, voice, sound, video and other communications formats.

For Lotus, the deal follows similar arrangements with AT&T, CompuServe, Deutch Telekom, IBM, Nippon Telegraph and Telephone, NTT Data, SNET, Telstra, Telecom Italia, Telekom Malaysia, Uni Source and US West, together accounting for 80 per cent of global data communications traffic.

Competition

By using Lotus Notes, each network will be able to communicate with the others. This is part of a Lotus plan to build a world-wide interoperable network of public networks, linked to the Internet. BT is also carrying out a trial for a similar service in Australia.

Carriers face competition from new entrants, cable operators and the Internet, causing long-distance and international communications to become a commodity.

Public networks provide services with new value added services to offer customers in order to maintain their revenue. Organisations are charged rental for their applications on the servers and users are charged for access. Lotus will participate in this revenue.

Lotus has beaten Novell, who has similar aims with its Smart Global Network, but BT admits that the Lotus deal is the first of many.

When Oracle and Sun talk about "downloading applets" from the server to their network appliances, BT will have one of the main potential sources for software.

The next issue of the FT-IT Review on Wednesday, March 8 will feature converging technologies in IT and communications, together with directions in network management.

For more information on key themes in future issues, there is a new FT-IT Fax-Back service: see Page 2 of this issue for details.

©1996 NCR. All rights reserved.

We can help you get to know your customers better than anyone else on earth.

But how well do you know us?

NCR

Receive your own copy by post

Subscribe to the FT Review of Information Technology and make sure of receiving your own copy by post of Britain's leading IT review. All prices include post and packing:

	UK	Europe	Rest of World
Five issues	£8.50	£14	£26
Ten issues	£16	£26	£50

For further details, or to place a credit card order, phone 0345 125244 (UK callers) or +44 171 538 8288 (overseas callers)

You can also subscribe by cheque or postal order for the above amounts payable to Financial Times Ltd. Please write or send business card with your payment to:

Ms Terri Mosle
Subscriptions Department
Financial Times
Number One Southwark Bridge
London SE1 9HL

The Financial Times Review of Information Technology is published ten times a year: February - July and September - December, inclusive. Issues appear with copies of the Financial Times on the first Wednesday of each month. Post subscriptions are delivered as soon as possible after this date.

مكتبات الصحف

INTERNATIONAL COMPANIES AND FINANCE

EUROPEAN NEWS DIGEST

Adam Opel upbeat after rise for year

Adam Opel, the German carmaker owned by General Motors of the US, lifted net profits for last year above the DM307m (€29m) earned in 1994, despite exchange rate losses of about DM30m caused by the strength of the D-Mark...

Air may launch first jet

The three European companies which make up the Aero International Regional (Air) aircraft venture are considering launching their first jet. British Aerospace, Aerospaziale of France and Alenia of Italy started Air at the beginning of this year by combining their sales and marketing organisations...

Ferfin, Montedison advance

Ferruzzi Finanziaria (Ferfin) and Montedison, the linked Italian holding companies which returned to net profit in the first half of 1995, yesterday released preliminary figures for the full year showing that turnover and gross operating profits were up significantly in 1994...

Cofir, the Madrid-based holding company controlled by Italian financier Mr Carlo De Benedetti, has increased by Pta1bn (€8m) the capital of Dagepa, the supermarket chain in which it has an 80 per cent stake.

CORRECTION

Jürgen Schrempp A picture in yesterday's edition labelled as Mr Jürgen Schrempp, Daimler-Benz chairman, was not Mr Schrempp. We apologise for this error.

Record demand helps Repsol issue realise \$1.1bn

By Tom Burns in Madrid

The placement of shares in Repsol, Spain's oil, gas and chemicals group, has broken all Spanish records for demand. It prepares the way for a rapid follow-up by the government with a global offering of equity in Argentina...

Warm reception for Spanish oil, gas and chemicals company augurs well for coming global offer for shares in Argentina

The placement of shares in Repsol, Spain's oil, gas and chemicals group, has broken all Spanish records for demand. It prepares the way for a rapid follow-up by the government with a global offering of equity in Argentina...

retail investors who had bid for Pta10m-worth are likely to end up with only 5 per cent of what they had sought. The warm reception for Repsol was underlined on the Madrid market yesterday, where the group's shares put on 1.38 per cent to close at Pta4,385...

Analysts said despite the difference between the highly-prized Repsol stock and that of Argentina, they expected a knock-on effect from the Repsol placement that would lift demand for Argentina...

Analysts said despite the difference between the highly-prized Repsol stock and that of Argentina, they expected a knock-on effect from the Repsol placement that would lift demand for Argentina...

Hungary oil group in trading row with subsidiary

By Kester Eddy in Budapest

Sales and profits at Mineralimpex, the former Hungarian state oil and gas import and export company owned by Mol, the partly privatised oil group, have collapsed amid recriminations between the subsidiary and its owner...

Mineralimpex profits fell from F300m (€2m) in 1993 to a little more than F20m (€140,000) last year, according to provisional figures. Sales nearly halved from F70bn in 1994 to little more than F40bn.

In 1994 the government decided to transfer ownership of Mineralimpex to Mol. A six-month power struggle ensued, ending, on paper at least, with the transfer of ownership from the State Holding Company to Mol last May.

imported gas because of government controls on domestic prices, saw Mineralimpex's foreign trading activity as easy money. "Just one signature, and a million dollars commission," Mr Szabo claimed.

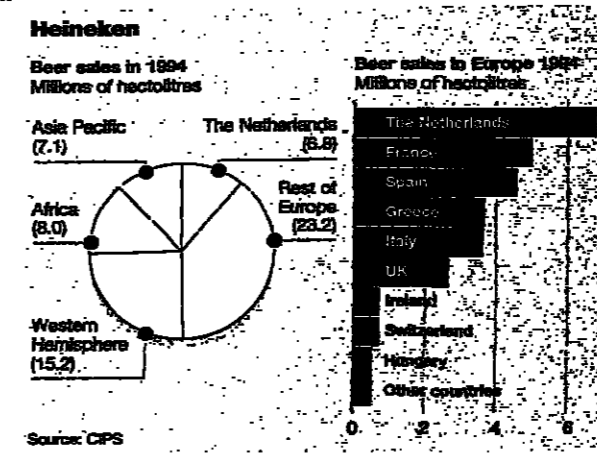
However, the battle is not over. "The problem is that, although Mol is the 100 per cent owner, it still considers us as a competitor," said a Mineralimpex official.

Mr Pal said: "Mol's entire organisation is being modernised and Mineralimpex is being discussed as part of that. Mol has decided to maintain ownership of Mineralimpex, and not to privatise it for the time being."

Heineken finds strong global brew

Dutch group's export business is highly profitable, writes Roderick Oram

Dive into the curious case of Heineken's Japanese beer cans and you learn a lot about the Dutch brewer's global ambitions and the three main tools at its disposal.



joint venture with Fraser & Neave, the Singaporean brewer of Tiger beer. APB plans to spend almost \$500m over the next three years building and buying breweries in the region, particularly in China.

The incident shows how Heineken uses brewing partners abroad, its ultra-low cost breweries in the Netherlands and its well-known brand to maintain its position as the most international of brewers.

Some competitors, notably Anheuser-Busch and Miller Brewing of the US, are spending heavily to try to match its global reach. Heineken has a network of brewing and distribution relationships spanning some 170 countries, and more than 50 per cent of its sales are already outside Europe.

year, Mr Wakely estimates. The Dutch brewer spends, for example, about \$5 a barrel on advertising in the US, compared with \$3 spent by Anheuser-Busch, the market leader.

Consequently, exports are highly profitable for Heineken. They account for only about 10 per cent of its sales volumes but about 40 per cent of profits, Mr Wakely estimated.

At a current rate of F11.58, Heineken appears to be pushing its luck, but the company believes constant productivity improvements will keep US exports profitable.

Moreover, each increase in marginal volume of beer exported at the right price is very profitable. Thus, Heineken signalled at an analysts' meeting last year that its goalposts had moved. It opens up markets with exports before switching to local licensed production when volume justifies.

Heineken and Whitbread, its UK licensee, are addressing the problem with the 5 per cent Export beer, which is the same strength as sold elsewhere in the world.

Advertisement for Südwestdeutsche Landesbank Capital Markets plc, featuring bond offerings of DM 500,000,000 and listing various financial institutions as partners.

Advertisement for IBM to get payout from German unit, including a photograph of a factory and text describing the restructuring program.

Advertisement for Degussa, featuring a line graph showing share price relative to the DAX index from 1985 to 1996, and text about its pharmaceutical and chemical activities.

Advertisement for IBM to get payout from German unit, detailing the company's restructuring efforts and financial performance.



INTERNATIONAL COMPANIES AND FINANCE

Restaurant side helps PepsiCo advance 10%

By Richard Tomkins in New York

A turnaround in the financial performance of PepsiCo's restaurant division helped the US soft drink and fast food group report a 10 per cent increase in net profits to \$565m in the fourth quarter yesterday, excluding an accounting change.

year's. On a comparable basis, full-year earnings per share would have grown 15 per cent. Another factor that held PepsiCo back in 1995 was the currency devaluation in Mexico, which is the company's biggest market outside the US.

regained leadership of the cola market in important east European markets such as Hungary and Poland. In the snack food division, operating profits rose by 6 per cent to \$347m in the US but fell by 9 per cent to \$103m internationally.



Barron Hilton (left) congratulates Stephen Bollenbach as he takes over at Hilton Hotels

Bollenbach checks into top slot at the Hilton

New York traders marked down Walt Disney shares briefly on Monday as a token of respect as Mr Stephen Bollenbach, the entertainment group's chief financial officer, bowed out of Burbank and checked into Beverly Hills as new president and chief executive of Hilton Hotels.

stock and spinning off either hotels or gaming - were superseded by speculation of a sell-off of the entire group. Then a plan to spin off the gaming division, based around five Nevada casino hotels, was cancelled two weeks ago.

back, who will combine his presidential and chief executive roles with that of chief financial officer, was referring to the task of running a large corporation. But the job Wall Street wants done is the restructuring of Hilton. This is a role Mr Bollenbach has tackled several times in the past - always speedily and, so far, without a flop.

Cash flow at Time Warner breaks \$1bn in final period

By Tony Jackson in New York

Time Warner, the US media group that is in the process of acquiring Turner Broadcasting, reported cash flow 26 per cent higher in the fourth quarter at \$1.04bn, on revenues up 12 per cent at \$5.1bn. This was the first time that quarterly cash flow had exceeded \$1bn.

tion, which ranks second largest in the US after TeleCommunications Inc, resumed its growth in cash flow in the fourth quarter after being held back by government price caps earlier in the year.

the quarter to \$175m. Growth was based mainly on magazine advertising, as well as overall rises in circulation, partly offset by higher newspaper and postal costs. The Warner Bros film studio raised cash flow 27 per cent to \$121m, helped by the domestic success of *Batman Forever*, claimed to have the highest US box office of 1995.

AMERICAS NEWS DIGEST

Quaker Oats in red in second term

A \$40.8m restructuring charge and a \$19m write-off of excess inventories of Snapple, the soft drink, pushed Quaker Oats, the US food group, into a net loss of \$49m, or 36 cents a share, for its second quarter to the end of December. In the same period a year ago it reported a profit of \$33m, or 25 cents.

Allstate beats expectations

Allstate, the US insurer, comfortably beat market expectations with after-tax profits of \$37m, or 85 cents a share, in the final quarter of 1995. The results, which compared with earnings of \$163m in the final months of 1994, were buoyed by steady premium growth and lower catastrophe losses.

Sprint lifts earnings 34%

Sprint, the US telecoms company which last week finalised its international alliance with Deutsche Telekom of Germany and France Télécom, raised earnings in the fourth quarter by 34 per cent to \$278m before special charges. For the year, earnings rose 16 per cent to \$1.02bn, or \$2.69 a share.

Greenwich Air expands

Greenwich Air Services, the Miami-based aero-engine maintenance company, looks set to become the world's biggest independent aero-engine overhauler after signing a letter of intent to take over the commercial engine services division of Aviall, the Dallas-based engine repair company.

Charge holds back Baxter Intl results

By Maggie Urry in New York

Baxter International, the US healthcare company which is embroiled in a battle with Germany's Fresenius to buy W. R. Grace's kidney dialysis business, reported fourth-quarter results yesterday showing strong growth in the biotech and cardiovascular activities.

ings per share ahead 21 per cent to 74 cents. After the item, net income was ahead from \$172m to \$178m, and from \$586m to \$649m for the full year. Earnings per share in the quarter were up from 61 cents to 66 cents, and from \$2.13 to \$2.35 for the year.

Advertisement for Investment Banking featuring the text 'ISSUERS' at the top, 'INVESTORS' at the bottom, and an illustration of two hands shaking. The text describes the service as bringing together those who have money to invest with those who seek to raise it.

Advertisement for Bradford & Bingley, offering \$150,000,000 floating rate notes 1999. Includes contact information for JPMorgan.

Advertisement for FT Cityline, offering sector reports by fax for banks and insurances. Contact number: 0891 437 151.

Large advertisement for FT Surveys, titled 'The Financial Times plans to publish a Survey on Slovenia on Thursday, March 14'. Includes contact information for Mr Zeljko Paul Mandic and Patricia Surrige.

INVESTMENT BANKING. FROM A TO [EZ logo]

مركز الأبحاث

Record subscriber growth behind 93% rise and the payment of its maiden dividend
BSkyB under fire from Lords and OFT

By James Harding and Raymond Snoddy

The House of Lords last night inflicted a humiliating defeat on the government by voting to keep sports events such as the Derby and the FA Cup Final on terrestrial television by law.

In a convincing vote against the government the Lords pushed through amendments to ensure that the so-called "crown jewels" of the sporting calendar would not be bought up by subscription television companies such as British Sky Television, the satellite venture.

The Lords rebellion came on the day the Office of Fair Trading decided to refer two exclusive sports agreements involving BSkyB and soccer's Premier League to the Restrictive Practices Court.

The OFT complained that the Premier League operated as a cartel because Premier League clubs were unable to sell their television rights to broadcasters without League permission. It said the exclusive deal between BSkyB and the League also contained significant restrictions on trade.

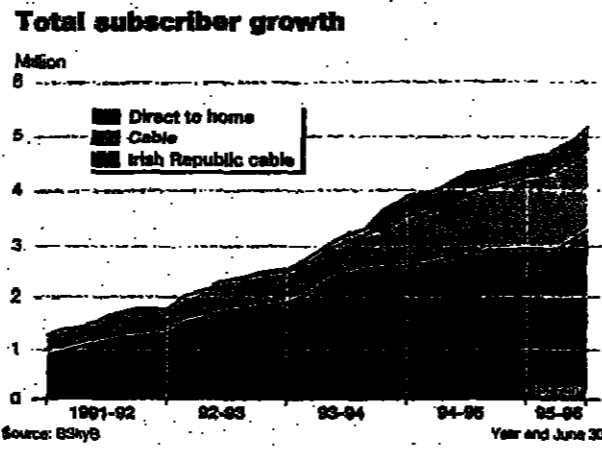
The news knocked 22p off BSkyB shares to 350p despite the announcement of a 93 per cent increase in pre-tax profit to £106m (£163m) in the six months to the end of December.

The vote in Lords is a particular embarrassment to Mrs Virginia Bottomley, national heritage secretary, who tried to head off mounting opposition in the Lords by publishing a discussion document on the issue last Friday.

The decision by the OFT was condemned yesterday by both BSkyB and the Premier League. Mr Sam Chisholm, chief executive of BSkyB, called the decision "a Bridgeman too far" in a reference to Mr John Bridgeman, the director-general of fair trading.

However he was confident of the outcome at the Court. BSkyB's profits were better than expected with record subscriber growth, and leading to the payment of its first dividend since flotation.

The company now offers 28 television channels to subscribers and will probably have more than 100 next year through the launch of a digital



satellite service. The profit was helped by a £44m reduction in net debt, as proceeds flowed from the December 1994 flotation. Operating profit rose by 34 per cent to £137m on turnover up 30 per cent to £464m. Mr Chisholm said: "The last quarter of 1995 was our best ever: net subscriber growth of 354,000 was a record, and we signed up our five millionth customer."



Sam Chisholm: "The last quarter of 1995 was our best ever"

take "the top tier package" of all the premium movie and sports channels. Mr Chisholm said yesterday he believed the range of programmes available was responsible for the subscriber growth. Seven new programme services were added last October and November.

Johnson Matthey expands in US

By Christopher Price

Johnson Matthey, the precious metals and engineering technology group, yesterday underlined the strategy of expanding its electronic materials business with the \$40m purchase of the circuit board manufacturing operations of Cray Research, the US computer group.

The move is part of the UK group's attempt to reduce its reliance on the precious metals and catalytic systems businesses, and follows the \$170m acquisition of Advanced Circuits (ACI), a manufacturer of semi-conductor products, in September.

Mr Geoff Wild, president of Johnson Matthey's electronic materials division, said the purchase of the Cray production facility would fit well with ACI's printed circuit board business. In particular, the two acquisitions would combine well to exploit the growing demand for plastic laminated packaging for semi-conductors.

Half of the output capacity of the new production facility, based in Wisconsin will go to supplying circuit boards to Cray.

Revenues from the contract with Cray are believed to be about \$25m a year. The remainder of the capacity will be used to produce laminated boards for ACI.

Full production is likely to be achieved within the next six months. Some 350 people, mostly engineers, work at the plant, which Johnson Matthey claims is one of the most advanced in the US.

"We have the pieces of the jigsaw in place now to really take the electronic business forward", said Mr Wild.

Johnson Matthey has earmarked \$200m for investment in the division, which already contributes about 20 per cent of group revenues, over the next five years.

Johnson Matthey shares rose 8p to 567p.

Medeva withdraws from Germany with DM121m Ribosepharm sale

By Motoko Rich

Medeva, the acquisitive pharmaceuticals company, has withdrawn from Germany and the oncology market with the disposal of Ribosepharm, its cancer drug business, to Klinge Pharma for DM121.6m.

Dr Bill Bogie, chief executive, said that because the business required a specialised sales force, the group could not exploit its existing international distribution system.

Furthermore, he added, the group had been unable to buy or license appropriate products or businesses to build the division into a core area.

"Medeva is all about taking businesses and developing them," he said. "But if you cannot do that there is no point in watching the business wither on the vine."

Ribosepharm was acquired in May 1993 for DM125.5m. In 1995 the business generated operating profits of £7.2m (£6.4m) on sales of £16.5m (£14.6m).

The disposal significantly reduces the group's exposure to Europe. Last year Ribosepharm contributed 6 per cent of group turnover. Total sales in Europe comprised 10 per cent of group revenues.

Dr Bogie said the proceeds would be invested in new acquisitions. "We are building up a war chest," he said.

Analysts downgraded their 1996 forecasts from £92.5m to £87.5m as a result of the sale. One said: "It is far better to cut and run than carry on. The fact is they got a 20 per cent pre-tax return so financially it was not a bad investment."

Klinge Pharma is paying DM111.6m in cash. The balance is being held as a security against tax and other warranties. The group estimated the net asset value of Ribosepharm at December 31 to be £5.4m and said the disposal would increase its net asset value by £42.8m.

Dr Bogie said the group was not currently considering further business disposals.

Arjo Wiggins turnover advances on higher prices

By Patrick Harverson

Arjo Wiggins Appleton, the Anglo-French paper group, reported turnover up from £788.9m to £969.9m (£1.49bn) in the fourth quarter of 1995. Turnover for the year rose 22 per cent from £2.91bn to £3.56bn.

However, the turnover rises masked a weakness in underlying demand, being primarily the result of higher paper prices and contributions from acquisitions made during the year. Analysts said if these factors were excluded, turnover was probably flat in 1995.

Sales weakened in the second half of last year because of customers' destocking as paper price increases finally began to show signs of leveling. Rising prices had led to a build up in stocks as customers tried to buy paper as cheaply as possible.

Destocking was particularly marked in the second half, when demand fell so sharply that paper groups were forced to shut down large parts of their manufacturing capacity.

Analysts said the fourth quarter turnover figures were in line with expectations, and did not persuade them to change their profits forecasts.

The consensus is for Arjo to make profits of about £190m in 1996, compared to £217m in the previous year.

Oriel shares rise on takeover talks

By Ralph Atkins, Insurance Correspondent

Shares in Oriel leapt a further 22p yesterday to 163p after the insurance intermediary confirmed it was in talks that could lead to an offer being made for the group. Oriel's shares rose 15p on Monday.

The possible purchaser is understood to be Aon, the US-based broker. However, neither Aon nor Oriel would confirm this.

A takeover of Oriel would further shake-up the UK insurance market where smaller companies are increasingly looking for bigger parents that would give them the financial strength to develop businesses.

Oriel has confirmed that it is close to selling CGA Direct, its

household insurance telebroking business. The operation has been for sale for more than six months and could raise more than £10m.

That disposal would leave Oriel focused on its expanding used and new car warranty activities and creditor business. Analysts thought a deal to acquire those remaining businesses could be worth £20m.

Mr Nigel Cayzer, Oriel chairman, said the group was "in tentative discussions" with a third party but he could not comment on its identity.

Aon is understood to have approached Incheape, the marketing and services group, last year about acquiring its Bain Hogg broking arm. Incheape decided not to sell.

Clyde Petroleum buys in Indonesia

By Simon Kuper

Clyde Petroleum, the independent oil company, is buying Marathon Petroleum Indonesia from Marathon International, the US conglomerate, for \$51m.

The purchase will give Clyde a 31.25 per cent stake in the Indonesian offshore Kakap oilfields, which Clyde expects to yield an average 43,000 barrels of oil a day in 1996. The company estimated its share at 7,300 barrels after the Indonesian government had taken its 85 per cent share of all "profit oil".

The Kakap oil field would boost Clyde's forecast production to 38,500 barrels of oil equivalent a day (boed) in 1996. In 1995 it produced an average of just

over 37,000 boed, giving sales of about £140m.

Clyde estimated the Kakap fields' gross remaining reserves at 70m barrels of oil at the start of 1996. The company's net share would be 11m barrels.

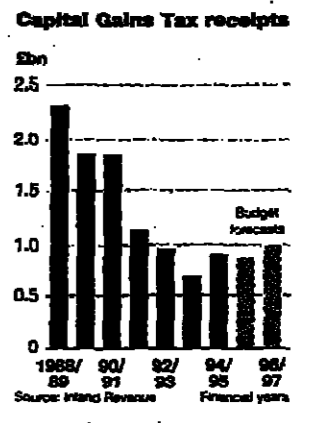
Mr Roy Franklin, Clyde's managing director, said the site's unexplored potential came to another 30m-40m barrels. Clyde proposes to develop at least one well during 1996. Exploration costs at the site are fully tax deductible.

MPIL's profit in 1994 was £1.5m on its entitlement of 1.2m barrels from the field. Mr Franklin said the deal would raise Clyde's gearing from the "mid-30s" to the "mid-40s", but expected it to fall below 40 per cent by the year-end.

LEX COMMENT UK taxation

As ever, Conservative MPs are energetically lobbying for reform of Britain's unloved capital gains tax. Their enthusiasm is understandable. CGT is over-complex, high by international standards, probably discourages entrepreneurs, yet yields precious little for the exchequer. The snag is that it is probably a necessary evil. Cutting the rate - or ultimately abolishing the tax altogether, as the prime minister would like - would be expensive. The reason is that it would create lavish opportunities for tax avoidance, through dressing up income as capital gains. True, many of the old loopholes have been closed. But no-one should expect the tax experts not to find new ones. Another popular scheme for reform aims to encourage "long-termism", by charging less CGT on gains from long-term investments. This is perverse: it deliberately sets out to make markets less efficient. But even if the objective made sense, CGT changes are unlikely to do much to deliver it because many of the biggest alleged short-termists, such as pension funds, do not pay the tax.

And if, as seems likely, any changes are restricted to individual taxpayers, it would be largely irrelevant because of the small proportion of equities individuals hold, many of these in tax-free PEPs. None of this means CGT reform is a lost cause. There is certainly scope for simplifying the tax, or for small-scale reliefs targeted at entrepreneurs. But the big ideas in this debate look suspiciously like expensive gimmicks.



NOTICE AUTOLATINA BRASIL S.A. Effective as of December 1, 1995, Autolatina Brasil S.A., São Paulo, has changed its legal name and form to VOLKSWAGEN DO BRASIL LTDA. The ownership of Volkswagen do Brasil Ltda. is now held by Volkswagen Comércio e Participações Ltda., a fully owned Brazilian subsidiary of Volkswagen AG.

U.S. \$53,000,000 Banco Internacional S.N.C. Floating Rate Notes Due 2000. In accordance with the provisions of the Notes, notice is hereby given that for the six month interest period from 7th February, 1996 to 7th August, 1996 the Rate of Interest has been fixed at 5.9375% p.a. and the Interest Amount payable on the relevant Interest Period Date 7th August, 1996 in respect of each U.S. \$100,000 nominal amount of the Notes will be U.S. \$3,001.74.

This announcement appears as a matter of record only December 1995 SANDS PETROLEUM Sands Holdings (UK) Limited US \$75,000,000 Revolving Credit Facility for the acquisition of Neste's UK North Sea upstream interests. Joint Arrangers BZW CIBC Wood Gundy.

BUSINESS AND THE ENVIRONMENT

Basis for a building

Designers of a building intended as a model for low energy and "environmentally aware" offices of the next century are taking their philosophy right down to the foundations.

Crushed concrete from a 12-storey office block being demolished in central London is being used in the Energy Efficient Office of the Future, under construction at the Building Research Establishment's Garston site in Hertfordshire.

In what is said to be the first use in the UK of recycled aggregates in ready mixed concrete, the material from the old bank building is being used as coarse aggregate in more than 1,000 cu m of concrete supplied for foundations, floor slabs and structural columns.

The project is a practical demonstration of work carried out by Rod Collins of BRE's Inorganic Materials Division. Its aim is to show that crushed concrete can be put to high grade use as well as being used for site fill or for landfill engineering.

Use of recycled aggregates would thus support the UK's commitment to the principles of sustainable development and help achieve official targets for the contribution of secondary materials to aggregate supply.

According to BRE, the new concrete's handling characteristics, including its pumpability, have been excellent and completely unaffected by the use of the recycled materials.

The ready mixed concrete was produced at RMC's nearby Rickmansworth plant, using ground blast furnace slag, a by-product of the iron-making industry, to replace at least half of the Portland cement in the two different mixes.

The slag saves money, improves the chemical resistance of the concrete and works well with the recycled aggregate.

Andrew Baxter

France's nuclear tests in the South Pacific may have provided the main focus of controversy for anti-nuclear campaigners in recent months, but for the people of Maki, a town in northern Japan, the big issue is right on their doorstep.

A plan by Tohoku Electric Power, the main electric utility providing electricity in northern Japan, to build a nuclear reactor in the town is hanging in the balance, and may become the latest casualty of rising anti-nuclear sentiment around the country.

Public anxiety over nuclear power is now having a direct effect on the nuclear equipment industry. Last month, in elections for the mayors of the town, residents elected Takaaki Sasaguchi, who had been calling for the country's first referendum on the construction of a nuclear power plant.

The industry's problems have been compounded by the recent leak of three tonnes of non-radioactive sodium coolant from an experimental fast breeder reactor at Monju in western Japan. The reactor, Japan's newest, was closed down after the leak, but local residents want it shut permanently.

As a consequence of this mounting anti-nuclear sentiment, domestic demand for nuclear plants is faltering, and equipment suppliers have been forced to scale down or restructure their nuclear plant divisions.

Little wonder, therefore, that Japan's nuclear power plant builders are looking beyond the country's borders, in the hope that new demand from Asia could offset the problems they are facing at home.

Although Tohoku Electric announced the construction plan for the Maki reactor in 1988, the project has been fraught with problems from the beginning. The company paid local fishermen ¥4bn (£25.5m) in compensation, but was forced to halt administrative procedures in 1983 as land speculators and anti-nuclear groups bought up small plots of land in the planned location.

The plan has divided residents of Maki, a town of 30,000. Calls for a referendum reviewing the reactor construction heightened in 1994 following an abrupt announcement by Kanji Sato, the then mayor who had been elected on an anti-nuclear platform, that he would support the construction of the nuclear power plant.

Sato, who has tried to obstruct a referendum citing "political confusion", resigned last December following a request for his recall accompanied by signatures of 10,231 Maki residents.

Atsuko Takashima, a supporter of Sasaguchi, reckons that the changes in the resident profile of Maki, which has become a dormi-

Public opposition to nuclear power in Japan has forced utilities to go elsewhere, writes Emiko Terazono

Not in my country



The adverse climate for nuclear power has boosted the time needed to obtain local approval for the construction of reactors

tory town for the nearby city of Niigata, have broken old political influences and increased awareness over the nuclear issue.

And while the turnout for last month's elections was a record low 45.8 per cent, Sasaguchi reckons that many residents believed his victory was secure and did not bother to vote. This was because the pro-nuclear camp had failed to find a candidate due to the Monju accident, which occurred a few weeks before the election.

Although the Japanese government's energy plan calls for the construction of 15 nuclear power stations over the next 14 years on top of the current 47 reactors to produce 70.5m kilowatts of power by 2010, there is a fear that the target may not be met.

Some utilities have already abandoned nuclear reactor construction plans. Apart from Tohoku Electric's problems at Maki, Kyushu Electric

Power recently announced a freeze on its plans to site a plant in Miyazaki on the southern island of Kyushu, due to strong local resistance.

The adverse climate for nuclear power plants has boosted the amount of time and funds needed to

As a consequence of this mounting anti-nuclear sentiment, domestic demand is faltering

obtain local approval for the purchase of land and construction of nuclear reactors.

According to a survey by the Ministry of Trade and Industry (Mitl), during the 1970s it took 10 years for an electric power company to start operating a plant once the plans

were announced. However, this rose to 17 years during the 1980s and 25 years in the 1990s, and the problem could be aggravated by the Monju accident.

For the Japanese nuclear industry, therefore, the grass looks greener elsewhere. Asia's fast-growing economies are creating huge new demand for electricity, and more than 20 nuclear plant projects are being planned in parts of Asia including China and Indonesia.

Japanese nuclear plant manufacturing groups which include Mitsubishi Heavy Industries, Hitachi and Toshiba are eager to enter the expanding market. Mitsubishi is interested in Indonesia's plant project, while Hitachi and Toshiba will team up with General Electric to bid for Taiwan's planned nuclear reactor.

The overall slowdown in new orders has prompted Japan's nuclear power plant makers to

restructure their operations. Iahikawa-Harima Heavy Industries said it would reduce the workforce in its nuclear power plant division by 200 to 850 over the next few years by shifting employees to other parts of the company. Hitachi also plans to send some of its nuclear engineers to its semiconductor division.

The slowing demand in Japan is especially severe for Mitsubishi group, led by Mitsubishi Heavy Industries which specialises in pressurised water reactors (PWRs).

No plans for PWRs have been announced since an accident in February 1991 at the Mihama PWR plant, which Mitsubishi built for Kansai Electric Utility north of Kyoto. A broken pipe caused 55 tonnes of radioactive water from the primary cooling system to be released into the secondary system which powered the turbine.

Mitsubishi has no new orders after a PWR it is currently building for Kyushu Electric. New reactors planned for construction in Japan over the next five years have been boiling water reactors, which are made by groups led by Hitachi and Toshiba, although PWRs still dominate the international nuclear industry.

Mitsubishi is eager to fill the gap with orders from Asia and says it is probably able to construct a reactor with the expertise it has accumulated domestically. "With other countries cutting down research and development and personnel, Japanese companies have expertise in actually using new technology and building new plants," it says.

But Japanese companies are more likely to team up with their European and US counterparts for projects in Asia rather than bidding alone partly because they are latecomers to the market and partly due to the fact that Japan has yet fully to develop nuclear waste reprocessing.

"The chances are that Asian countries will want to offer the project to a company or a consortium which has nuclear waste reprocessing know-how," says an official at a Japanese plant maker.

The Japanese government is also ready to back the companies by enhancing ties between Asian companies by offering training projects for nuclear regulators. Starting next fiscal year, Mitl is planning to accept officials from Asian countries in charge of regulating their nuclear industries to offer training.

In Maki, meanwhile, the newly appointed Sasaguchi says he is not a proponent of a freeze on Tohoku Electric's nuclear plant in Maki, but wants local residents to decide. His first challenge will be passing the town's budget for next fiscal year in March through the town assembly, where the pro-nuclear camp holds a marginal majority.

Net turns green

Crofters in the Scottish highlands could soon be using the Internet to search for information that will help them assess the environmental impact of their farming and land management decisions as part of a project with Edinburgh University.

The crofters, together with a forestry group from Valencia in Spain, will join researchers from the Netherlands, Germany and the UK in a £250,000 project to develop and try out software to back up their long-term decisions about the land.

"We would like to explore to what extent computer technology could be useful in gathering and manipulating information for us," says Bill Ritchie from the Assynt Crofters Trust.

Four years ago, the crofters bought 21,000 acres in the northwest highlands of Scotland on which they are tenants. They now have many plans for the land, but it is in an environmentally sensitive area and they want to assess the impact of their plans on the ecosystem.

Ritchie explains that they hope to build a hydro-electricity generation plant which involves raising the level of a loch. "We want to judge what the long-term effect of that would be on the fishing in the loch and what we can do to minimise any damage," he says.

Ritchie is hopeful that the crofters can gain access to other studies either through the Internet or from other sources. Computer modelling could then apply the data to their own local circumstances.

The Valencian foresters are looking at restoring land that has been burnt by wildfires and want to find information to assist them.

The project will initially last one year, but is likely to be extended for up to four years in order to set up the farmers with the right equipment and skills to use the information they find. It is being funded by the European Union.

Deborah Hargreaves

Pioneering Aviation in Africa

ETHIOPIAN

links ASMARA to the world

We have more destinations

in Africa than any other

international carrier,

offering gateways to

the four corners of the earth

—with a reputation for

HOSPITALITY

that you should try!

Call ETHIOPIAN

— or your travel agent
without delay!

50 YEARS
of service
1946-1996
ETHIOPIAN AIRLINES

The new IT Recruitment Section every Friday
in the FT. And all week on www.FT.com.

If you're looking to move from your present job, or looking to recruit new people, the FT is IT from Friday, February 9. For more information call Clare Bellwood on +44 (0) 171 873 3351 or Will Thomas on +44 (0) 171 873 3779.

مكاتبنا في لندن

COMMODITIES AND AGRICULTURE

Brazil halts gold trading to quell rumours

By Jonathan Wheatley in Sao Paulo and Kenneth Gooding in London

In an unprecedented move, Brazil's central bank, frustrated that it has not been able to quell persistent rumours that a rogue trader has left it desperately short of gold, has stopped trading the precious metal.

Australia 'set to become second biggest producer'

By Nikki Tait in Sydney

Australia could become the world's second largest gold producer after South Africa, by the end of the decade, according to forecasts from the Australian Bureau of Agricultural and Resource Economics, the government-owned forecasting agency. At present it is a significantly smaller producer than the US.

speculation would end only if the bank stopped long enough for all its contracts to expire. This seems to be what it has in mind because Mr Joubert Furtado, head of its foreign reserves department, said the bank would stop trading gold for an indefinite period, probably some weeks.

He added: "The bank has taken this unprecedented step in order to demonstrate that it is not, as rumoured, extremely short of gold. We want to make it clear that the bank is not in the position of having to buy

again in January and finally last week. As Ms Rhona O'Connell, analyst at stockbroker T. Hoare & Company, pointed out, while there was a precedent for central banks, particularly in Latin America, using gold options as a method of asset management, Brazil's central bank gold holdings amount to only 147 tonnes so "any trading in the volumes the market was suggesting was thus hugely out of kilter with the physical and would have had to have been spread very widely around the market".

contracts covering 125,000 farm bales of wool have not been traded, with activity particularly marked since October. The SPE claims that the new options, which will trade for the listed months of April, June and August and expire on the Friday prior to the wool futures contract delivery, should help growers lock in a minimum price for the wool they produced. Mr Les Hosking, chief executive of the SPE, said that the market should appeal to "smaller market participants who are seeking a risk management tool which has limited risk potential".

EU has four-year 'window' for farm policy reform

By Alison Maitland

The European Union has a "unique window" of up to four years for a public debate on reforming the common agricultural policy before external events force change, a senior European Commission official said yesterday.

Mr Miltton added that the commission would seek to begin reforming sectors untouched in 1992 such as sugar and dairy production. Answering a question from the floor about changes in the milk quota system, he said the commission was "not drafting reforms of the quota system that will hit the public domain in the next six to 12 months".

MARKET REPORT

Coffee prices stronger as investment funds return

London Commodity Exchange robusta COFFEE futures extended early gains yesterday afternoon to end 2.4 per cent up on trade and fund buying and speculative short-covering in the absence of significant producer selling, traders said.

"There has not been origin selling in any great shakes now for some time... But they do sell bits and pieces when prices rise," said one.

Exchange, with little significant price movement seen, and values were mixed by the close of the after hours "kerb" session. Traders said market leaders COPPER and ALUMINIUM had settled into tight technical ranges, with that trend being matched by the other metals.

Other traders noted that while the industry's stocks seemed to be running low, the trade was nervous over the build-up of long positions after the market's recent run-up. Trading in base metals was sluggish on the London Metal

business was conducted around overnight levels. Copper stocks declined by 4,725 tonnes on Tuesday, largely due to metal moving out of the Hamburg warehouse for end-users. Final three months business was at \$2,527, up \$4 a tonne from Monday's kerb close.

COMMODITIES PRICES

BASE METALS

Table with columns for metal type (Aluminum, Copper, Lead, Nickel, Tin, Zinc), price change, high, low, and open prices.

Precious Metals continued

Table with columns for metal type (Gold, Silver, Platinum, Palladium), price change, high, low, and open prices.

GRAINS AND OIL SEEDS

Table with columns for grain type (Wheat, Maize, Soybeans, Barley), price change, high, low, and open prices.

SOFTS

Table with columns for soft type (Cocoa, Coffee, Sugar), price change, high, low, and open prices.

MEAT AND LIVESTOCK

Table with columns for meat type (Live Cattle, Pork Bellies), price change, high, low, and open prices.

PRECIOUS METALS

Table with columns for metal type (Gold, Silver, Platinum, Palladium), price change, high, low, and open prices.

NATURAL GAS NYMEX

Table with columns for gas price change, high, low, and open prices.

FUTURES DATA

Table with columns for future type (Wheat, Corn, Soybeans, Sugar), price change, high, low, and open prices.

INDICES

Table with columns for index type (NYMEX, CRB, S&P 500), price change, high, low, and open prices.

North Americans vie for Philippines mine

By Edward Luce in Manila

Three north American companies are vying to bid for full ownership of the 550m sqm (US\$30m) North Davao Mining Corporation under the Philippine government's mine privatisation scheme.

US\$33m on rehabilitation of mining facilities. TVI Resources and Echo Bay Mines, a US company, last year bought the option to the Kinking gold and copper mine from Benguet Corporation of the Philippines for \$30m.

Egypt lifts cotton export ban

By James Whittington in Cairo

In a move that should help ease pressure on the international market for the supply of long staple cotton varieties, the Egyptian government this week has lifted its ban on cotton exports.

Analysts in Cairo expect export volumes to be the same as last season. But Mr Atef Obeid, the public enterprise minister, has said he wants to see a dramatic increase in volumes over the next few years by reserving special areas for planting cotton for exports.

JOTTER PAD with crossword puzzle grid and clues.

CROSSWORD

Crossword puzzle grid with clues and solutions.

Additional crossword puzzle grid with clues and solutions.

Vertical text on the left margin: "Friday.com", "Deborah Hargreave", "let rns een", "January 1996".

CURRENCIES AND MONEY

MARKETS REPORT

EMU fallout boosts sterling to four month high

By Philip Gawth

Sterling rallied to a four month high against the D-Mark yesterday despite evidence of general weakness in the UK manufacturing sector which could herald a further fall in interest rates.

The pound's surprising simultaneous rise against both the D-Mark and dollar appeared to reflect disengagement with the prospects for other leading currencies rather than any particularly positive view of sterling.

The dollar had a steadier day after the shake-out on Monday, finishing firmer against both the D-Mark and the yen. It closed at DM1.4718, from DM1.4688, and at ¥105.57, from ¥105.12.

Treasury refused auction which started yesterday. The release today of the November trade data could also help the dollar, because these should remind the market of the steady improvement in the US's trade performance, evident in recent months.

European currencies were fairly stable against the D-Mark, with the exception of the Swedish krona which continued its recent fall from grace. It closed at its lowest level in over three months at SKr4.788 against the D-Mark, from SKr4.729.

With sterling so long dogged by "political uncertainty", analysts have a hard time saying the UK currency is being seen as a political safe haven. But it is certainly the beneficiary at the moment of the government's ambivalent stance towards Europe.

Mr Tony Norfield, UK treasury economist at ABN AMRO in London, said that there was less policy panic in the UK than in many other European countries which had placed themselves within the strait-jacket imposed by the Maastricht convergence criteria.

He said sterling's strength could also be explained by the fact that there had not been any EMU premium to be unwound, and the perception that it would not be "bismarcked" by participation in the European single currency, which the UK is not committed to joining.

Mr Norfield said markets were rife with exaggerated fears about what could happen in the future. "The market is still extremely nervous, that is 1995 might be the equivalent of the beginning of 1994 - where the initial trends blew up in

tract finished seven basis points higher at 94.15. The main moves in currency markets at present are being driven by the combination of concerns about the European single currency project, and growth prospects in the US and Europe.

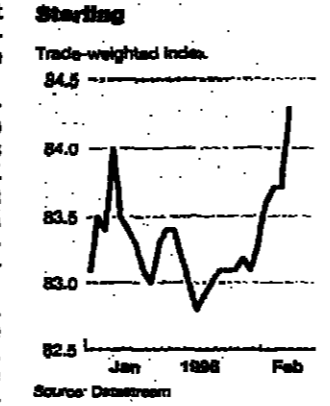
Mr Joe Prendergast, currency strategist at Merrill Lynch in London, said that the dollar historically tracked shifts in interest rate expectations, rather than actual moves in rates. He highlighted the "very bearish move in German interest rate expectations following the deep easing of the past few weeks."

The spread between the June 96 and June 97 euro mark contracts has widened from 50 basis points in mid-January, to around 110 basis points now. This has come from a fall in the longer dated contract, with the June 96 contract broadly steady.

reversal of expectations was likely to keep the dollar's tone damp in the short term. The release today of the latest gold and foreign exchange reserve figures in South Africa will be closely watched. The country has recently enjoyed large capital inflows, and evidence that this trend continues is sure to heighten speculation of an early relaxation of exchange control.

Mr Chris Stals, governor of the Reserve Bank, has recently hinted that the present climate favours a relaxation of control measures. The road finished at £3.54, almost exactly the level at which it stood when the currency was unified last March.

Mr Prendergast said this



Trade-weighted index. Source: Datastream

WORLD INTEREST RATES

Table with columns: Money Rates, Country, Term, Rate. Includes entries for Belgium, France, Germany, Ireland, Italy, Netherlands, Switzerland, US, Japan.

Table with columns: LIBOR FT London, Instrument, Rate. Includes entries for Interbank Placing, US Dollar CDs, ECU Linked Ds, SDR Linked Ds.

Table with columns: Euro Currency Interest Rates, Country, Term, Rate. Includes entries for Belgium, Denmark, D-Mark, Dutch Guilder, French Franc, Portuguese Esc, Spanish Peseta, Swiss Franc, Car. Dollar, US Dollar, Asian Lira, Asian S\$.

POUND SPOT FORWARD AGAINST THE POUND

Table with columns: Feb 6, Closing mid-point, Change on day, Bid/offer spread, Day's Mid high low, One month Rate, Three months Rate, One year Rate, Bank of England Index.

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Table with columns: Feb 6, Closing mid-point, Change on day, Bid/offer spread, Day's Mid high low, One month Rate, Three months Rate, One year Rate, JP Morgan Index.

CROSS RATES AND DERIVATIVES

Table with columns: Country, Rate, Bid/offer spread, Day's Mid high low, One month Rate, Three months Rate, One year Rate, Bank of England Index.

UK INTEREST RATES

Table with columns: Instrument, Rate, Bid/offer spread, Day's Mid high low, One month Rate, Three months Rate, One year Rate, Bank of England Index.

EUROPEAN CURRENCY UNIT RATES

Table with columns: Country, Rate, Bid/offer spread, Day's Mid high low, One month Rate, Three months Rate, One year Rate, Bank of England Index.

BASE LENDING RATES

Table with columns: Bank, Rate, Bid/offer spread, Day's Mid high low, One month Rate, Three months Rate, One year Rate, Bank of England Index.

THREE MONTH STERLING FUTURES (LIFE) £500,000 points of 100%

Table with columns: Mar, Jun, Sep, Dec, Open, Set price, Change, High, Low, Est. vol, Open Int.

THREE MONTH EURO DOLLAR FUTURES (LIFE) £100m points of 100%

Table with columns: Mar, Jun, Sep, Dec, Open, Set price, Change, High, Low, Est. vol, Open Int.

THREE MONTH EURO SWISS FRANC FUTURES (LIFE) Sfr100m points of 100%

Table with columns: Mar, Jun, Sep, Dec, Open, Set price, Change, High, Low, Est. vol, Open Int.

THREE MONTH EURO YEN FUTURES (LIFE) Y100m points of 100%

Table with columns: Mar, Jun, Sep, Dec, Open, Set price, Change, High, Low, Est. vol, Open Int.

THREE MONTH EURO DOLLAR CALLS (LIFE) £100m points of 100%

Table with columns: Mar, Jun, Sep, Dec, Open, Set price, Change, High, Low, Est. vol, Open Int.

THREE MONTH EURO DOLLAR PUTS (LIFE) £100m points of 100%

Table with columns: Mar, Jun, Sep, Dec, Open, Set price, Change, High, Low, Est. vol, Open Int.

UK MONEY RATES

Table with columns: Instrument, Rate, Bid/offer spread, Day's Mid high low, One month Rate, Three months Rate, One year Rate, Bank of England Index.

PHILADELPHIA 92 2/8 OATS

Table with columns: Instrument, Rate, Bid/offer spread, Day's Mid high low, One month Rate, Three months Rate, One year Rate, Bank of England Index.

THREE MONTH EURO DOLLAR CALLS (LIFE) £100m points of 100%

Table with columns: Mar, Jun, Sep, Dec, Open, Set price, Change, High, Low, Est. vol, Open Int.

THREE MONTH EURO DOLLAR PUTS (LIFE) £100m points of 100%

Table with columns: Mar, Jun, Sep, Dec, Open, Set price, Change, High, Low, Est. vol, Open Int.

FAST 64 KBIT SATELLITE TECHNOLOGY

Advertisement for satellite technology providing real-time data for US and European exchanges.

FUTURES & OPTIONS TRADERS

Advertisement for Berkeley Futures Limited, offering clearing and execution services.

NEW 24-HOUR FOREX DESK

Advertisement for a 24-hour foreign exchange desk.

VIURPACE

Advertisement for Viurpace, offering futures and options with direct access to exchange floors.

Market-Eye

Advertisement for Market-Eye, providing real-time equities, futures, options and news.

WANT TO KNOW A SECRET?

Advertisement for a seminar on market secrets.

24HR FOREX

Advertisement for 24-hour foreign exchange services.

TREND ANALYSIS LTD

Advertisement for Trend Analysis Ltd, offering daily analysis and trading recommendations.

FULLER ALEXANDER

Advertisement for Fuller Alexander, offering securities and futures limited.

SOVEREIGN (FOREX) LIMITED

Advertisement for Sovereign (Forex) Limited, offering 24-hour margin trading facility.

Brokers service that's second to none

Advertisement for Lind-Baldock & Company, offering brokerage services.

Real-time quotes

Advertisement for Signal, offering real-time quotes and news.

KNIGHT-RIDDER'S FUTURES MARKET DATABANK

Advertisement for Knight-Ridder's futures market databank.

OFFSHORE COMPANIES

Advertisement for offshore companies.

GIVE US A STAPLE

Advertisement for CRMF, offering cancer relief through Macmillan.

LEGAL NOTICES

Legal notice regarding the Court of Rome and bankruptcy section.

COURT OF ROME

Legal notice regarding the Court of Rome and bankruptcy section.

BANKRUPTCY SECTION

Legal notice regarding the bankruptcy section.

LONDON SHARE SERVICE

ALCOHOLIC BEVERAGES	BANKS, MERCHANT	BANKS, RETAIL	BREWERIES, PUBS & REST	BUILDING & CONSTRUCTION	BUILDING MATS. & MERCHANTS	CHEMICALS	DIVERSIFIED INDUSTRIALS	ELECTRICITY	ENGINEERING, VEHICLES	ENGINEERING	EXTRACTIVE INDUSTRIES	EXTRACTIVE INDUSTRIES - Cont.	FOOD PRODUCERS	GAS DISTRIBUTION	HEALTH CARE	HOUSEHOLD GOODS	HOUSEHOLD GOODS - Cont.	INSURANCE	INVESTMENT TRUSTS	INVESTMENT TRUSTS - Cont.	INVT TRUSTS SPLIT CAPITAL
ALCOHOLIC BEVERAGES Brewery, Distillers, etc.	BANKS, MERCHANT Banking, Finance, etc.	BANKS, RETAIL Retail Banking, etc.	BREWERIES, PUBS & REST Brewing, Pub & Restaurant	BUILDING & CONSTRUCTION Construction, Building	BUILDING MATS. & MERCHANTS Building Materials, etc.	CHEMICALS Chemical Products, etc.	DIVERSIFIED INDUSTRIALS Diverse Industrial Sectors	ELECTRICITY Power Generation, etc.	ENGINEERING, VEHICLES Engineering, Transport	ENGINEERING Engineering Services, etc.	EXTRACTIVE INDUSTRIES Mining, Oil, Gas	EXTRACTIVE INDUSTRIES - Cont.	FOOD PRODUCERS Food Processing, etc.	GAS DISTRIBUTION Gas Supply, etc.	HEALTH CARE Pharmaceuticals, etc.	HOUSEHOLD GOODS Consumer Goods, etc.	HOUSEHOLD GOODS - Cont.	INSURANCE Insurance Companies, etc.	INVESTMENT TRUSTS Investment Funds, etc.	INVESTMENT TRUSTS - Cont.	INVT TRUSTS SPLIT CAPITAL Specialized Investment Funds

مكاتبنا في لندن

شركة استثمار

LONDON SHARE SERVICE

BUY TRUSTS SPLIT CAPITAL - Cont.

Trust Name	Price	Change
...

LESURE & HOTELS - Cont.

Company	Price	Change
...

OTHER FINANCIAL - Cont.

Company	Price	Change
...

PROPERTY - Cont.

Company	Price	Change
...

SUPPORT SERVICES - Cont.

Company	Price	Change
...

LIFE ASSURANCE

Company	Price	Change
...

PAPER, PACKAGING & PRINTING

Company	Price	Change
...

RETAILERS, FOOD

Company	Price	Change
...

TELECOMMUNICATIONS

Company	Price	Change
...

AMERICANS

Company	Price	Change
...

MEDIA

Company	Price	Change
...

RETAILERS, GENERAL

Company	Price	Change
...

RETAILERS, GENERAL

Company	Price	Change
...

TEXTILES & APPAREL

Company	Price	Change
...

CANADIANS

Company	Price	Change
...

INVESTMENT COMPANIES

Company	Price	Change
...

PHARMACEUTICALS

Company	Price	Change
...

RETAILERS, GENERAL

Company	Price	Change
...

TOBACCO

Company	Price	Change
...

SOUTH AFRICANS

Company	Price	Change
...

LESURE & HOTELS

Company	Price	Change
...

PROPERTY

Company	Price	Change
...

RETAILERS, GENERAL - Cont.

Company	Price	Change
...

WATER

Company	Price	Change
...

AM

Company	Price	Change
...

OTHER FINANCIAL

Company	Price	Change
...

PROPERTY

Company	Price	Change
...

SUPPORT SERVICES

Company	Price	Change
...

AM

Company	Price	Change
...

AM

Company	Price	Change
...

Foreign exchange deals to increase on 7th March 1996

Suddenly distance, time and expense are no longer barriers to international trade. Organisations worldwide are gaining the ability to move quickly and decisively. Why? Because with videoconferencing you can attend a meeting in London and Paris before lunch and another in New York and Sydney in the afternoon. So, if the idea of videoconferencing doesn't sound too foreign for your tastes, why not exchange a great deal more information on videoconferencing, at the seminar of the year on 7th March 1996. Call the world leaders in videoconferencing now on:

0131 451 6896

And join us at: Gibson Hall, Bishopsgate, City of London EC2

PictureTel

GUIDE TO LONDON SHARE SERVICE

Prices for the London Share Service are based on FT Actives, a number of the financial times group.

Company information is based on those listed for the FT-60 Actives.

Company information is based on those listed for the FT-60 Actives.

Company information is based on those listed for the FT-60 Actives.

Company information is based on those listed for the FT-60 Actives.

Prices for the London Share Service are based on FT Actives, a number of the financial times group.

Company information is based on those listed for the FT-60 Actives.

Company information is based on those listed for the FT-60 Actives.

Company information is based on those listed for the FT-60 Actives.

Company information is based on those listed for the FT-60 Actives.

FT Free Annual Reports Service

You can obtain the current annual/interim report of any company associated with the FT. Please quote the code FT4040. Ring 0181 770 0770 (open 24 hours including weekends) or Fax 0181 770 3822. Reports will be sent the next working day, subject to availability.

FT Company Focus

Comprehensive 10-14 page report available on this company, containing key FT stories from the last year, latest survey of City profit forecasts and investment recommendations, 5 year financial and share price performance review, balance sheet and profit and loss data, plus recent Stock Exchange announcements for 25.45.

To order, call 0121 200 4678.

Reports published by ShareFinder Ltd.

FT Cityline

Up-to-the-second share prices are available by telephone from the FT Cityline service. See Monday's share price pages for details.

An international service is available for callers outside the UK, annual subscription £250.00. Call 011 873 4578 for more information on FT Cityline.

For readers phoning from outside UK, please dial +44 in place of the first 0.

FT MANAGED FUNDS SERVICE

Quotation Unit Trust Prices are available over the telephone. Call the FT Quotation Help Desk on (+44 171) 573 4378 for more details.

Handwritten note in Arabic script: "هذه امدادات"

Table of fund data including columns for fund name, price, and change. Includes sub-sections like 'Credit Investment Funds - Contd.' and 'Global Asset Management - Contd.'

Table of fund data including columns for fund name, price, and change. Includes sub-sections like 'Nikko Asia Convertible Bond Fund' and 'Global Asset Management - Contd.'

Table of fund data including columns for fund name, price, and change. Includes sub-sections like 'CMI Insurance Co Ltd' and 'Global Asset Management - Contd.'

Table of fund data including columns for fund name, price, and change. Includes sub-sections like 'Royal Life International' and 'Global Asset Management - Contd.'

Table of fund data including columns for fund name, price, and change. Includes sub-sections like 'Capital International' and 'Global Asset Management - Contd.'

Table of fund data including columns for fund name, price, and change. Includes sub-sections like 'Global Asset Management - Contd.' and 'Global Asset Management - Contd.'

Table of fund data including columns for fund name, price, and change. Includes sub-sections like 'Global Asset Management - Contd.' and 'Global Asset Management - Contd.'

Table of fund data including columns for fund name, price, and change. Includes sub-sections like 'Global Asset Management - Contd.' and 'Global Asset Management - Contd.'

Table of fund data including columns for fund name, price, and change. Includes sub-sections like 'Global Asset Management - Contd.' and 'Global Asset Management - Contd.'

OTHER OFFSHORE FUNDS

OFFSHORE INSURANCES

MANAGED FUNDS NOTE: This section contains detailed notes regarding fund management, including information on fund objectives, risks, and performance metrics.

LONDON STOCK EXCHANGE

MARKET REPORT

Corporate announcements take centre stage

By Philip Coggan, Markets Editor

Macroeconomic issues took a back seat yesterday as the market absorbed the news of the break-up of British Gas into two separate companies and a profits warning from Allied Domecq.

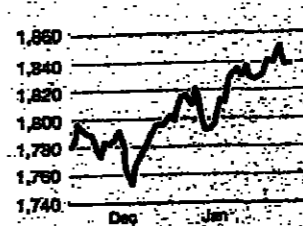
received an initial lift, but analysts were sceptical about the demerger's merits and the result was that the shares closed lower on the day.

More bad news came from the corporate sector when Coal Investments, a company which enjoyed a phenomenal share price rise in 1994, called in the administrators.

Mr Adam Cole, UK economist at James Capel, said: "Although part of this weakness - which is largely an export phenomenon - is being offset by strength in the consumer sector, there is little doubt that the economy overall will continue to grow at below its long term sustainable rate in the near term."

The latter helped the Footsie lift off its worst level of the day - down 5 at 3,741.6.

FT-SE All-Share Index



Indices and ratios

Table with 2 columns: Index Name and Value. Includes FT-SE 100 (3747.5), FT-SE Mid 250 (4140.1), FT-SE All-Share (3741.6), and FT-SE All-Share yield (3.72).

Best performing sectors

Table with 2 columns: Sector and Change. Includes Building (1.2), Breweries, Pub & Rest. (+0.5), and Telecommunications (+0.5).

Worst performing sectors

Table with 2 columns: Sector and Change. Includes Gas Distribution (-0.4), Engineering, Vehicles (-0.6), and Life Assurance (-0.6).

FUTURES AND OPTIONS

Table with 2 columns: Instrument and Price. Includes FT-SE 100 INDEX FUTURES (LJFE) and FT-SE 100 INDEX OPTION (LJFE).

Demerger deflates Gas

British Gas suffered a day of heavy turnover and a swinging share price following news that the company is to split and the chief executive is to go.

Redland advances

Building materials leader Redland topped the Footsie performance charts in good volume on confirmation that the group is to sell its UK brick operations and beef up its stake in German subsidiary Bras.

Domcoq warning

The latest demerger speculation settled on spirits and food group Allied Domecq after it surprised the market with a profits warning.

among housebuilders

Wilson Bowden rose 10 to 396p and Wimpey 5 to 144p. Telecoms giant BT was the second most active Footsie stock after British Gas.

outlook

There was an announcement by the Office of Fair Trading that the company's broadcast contracts with the Premier League will be referred to the Restrictive Practices Court.

PETROFINA advertisement. PetroFina's share in the Group's unaudited consolidated results is estimated at 11.6 billion BEF in 1995 compared to 10.3 billion BEF in 1994.

The Financial Times plans to publish a Survey on European Postal Services on Wednesday, February 14.

FT-SE Actuarial Share Indices and The UK Series. Tables showing various share indices and their performance metrics.

Kia Motors Corporation advertisement. U.S. \$44,000,000 Floating Rate Notes due 2000.

The Financial Times plans to publish a Survey on The Humber Ports: Gateway to Europe on Thursday, March 14.

CITY INDEX advertisement. We are the leaders in financial and commodity spread betting.

Pat Looker advertisement. The FT is circulated in 160 countries worldwide, with a readership in excess of one million people.

83% price forecasting advertisement. Financial Software 0121 233 0073.

FT Surveys advertisement. For a full editorial synopsis and details of available advertisement positions, please contact Pat Looker.

CITY INDEX advertisement. We are the leaders in financial and commodity spread betting.

Pat Looker advertisement. Tel: 0161 834 9381. Fax: 0161 832 9248.

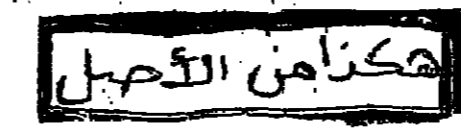
Petroleum Argus Daily Oil Price Reports advertisement. All the spot price information you require for Global crude and products markets.

FT Surveys advertisement. Data sources: BMM 2000, ENIS 2000, CBI 2000.

TRADING VOLUME Major Stocks Yesterday. Table showing trading volume for various major stocks.

MARKET REPORTERS: Peter John, Joel Kibazo, Jeffrey Brown.

Additional information on the FT-SE Actuarial Share Indices. Lists of constituents are available from FT-SE Actuarial Share Indices.



Handwritten note in Arabic script at the top of the page.

WORLD STOCK MARKETS

EUROPE

Table of stock market data for Europe, including Austria, Belgium, Germany, France, Greece, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain, and Switzerland.

Table of stock market data for Europe, including Poland, Turkey, and other regional markets.

Table of stock market data for Europe, including various indices and regional performance.

Table of stock market data for Europe, including various indices and regional performance.

Table of stock market data for Europe, including various indices and regional performance.

Advertisement for Rockwell, featuring the headline 'From outer space to the factory floor Rockwell leads the way' and the Rockwell logo.

Table of stock market data for Europe, including various indices and regional performance.

Table of stock market data for Europe, including various indices and regional performance.

Table of stock market data for Europe, including various indices and regional performance.

Table of stock market data for Europe, including various indices and regional performance.

Table of stock market data for Europe, including various indices and regional performance.

Table of stock market data for Europe, including various indices and regional performance.

Table of stock market data for Europe, including various indices and regional performance.

Table of stock market data for Europe, including various indices and regional performance.

Table of stock market data for Europe, including various indices and regional performance.

Table of stock market data for Europe, including various indices and regional performance.

Table of stock market data for Europe, including various indices and regional performance.

Table of stock market data for Europe, including various indices and regional performance.

Table of stock market data for Europe, including various indices and regional performance.

Table of stock market data for Europe, including various indices and regional performance.

Table of stock market data for Europe, including various indices and regional performance.

Table of stock market data for Europe, including various indices and regional performance.

Table of stock market data for Europe, including various indices and regional performance.

Table of stock market data for Europe, including various indices and regional performance.

Table of stock market data for Europe, including various indices and regional performance.

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table of stock prices with columns for stock symbols, prices, and changes. Includes sub-sections for various market indices and sectors.

BELOUR GUEST advertisement for CIRAĞAN PALACE HOTEL in Istanbul, featuring an image of the hotel and promotional text.

Handwritten Arabic text: 'مكتبات الأصيل' (Original Libraries)

Continued on next page

Handwritten note: "Handwritten note at the top right of the page, possibly a date or reference number." (Note: The text is illegible due to blurriness)

NYSE COMPOSITE PRICES

Table of NYSE Composite Prices. Columns include Stock, P, % Chg, High, Low, Close, and Change. Includes sub-sections for -V-, -W-, -U-, -X-Y-Z-, and -T-.

NASDAQ NATIONAL MARKET

Table of NASDAQ National Market. Columns include Stock, P, % Chg, High, Low, Close, and Change. Includes sub-sections for -K-, -L-, -M-, -N-, -O-, -P-Q-, -R-, -S-, -T-, -U-, -V-, -W-, -X-Y-Z-, and -J-.

AMEX COMPOSITE PRICES

Table of AMEX Composite Prices. Columns include Stock, P, % Chg, High, Low, Close, and Change. Includes sub-sections for -A-, -B-, -C-, -D-, -E-, -F-, -G-, -H-, -I-, -J-, -K-, -L-, -M-, -N-, -O-, -P-, -Q-, -R-, -S-, -T-, -U-, -V-, -W-, -X-, -Y-, and -Z-.

Vertical text on the left margin: "st...ld...ly...".

Vertical text on the left margin: "demand...".

Vertical text on the left margin: "The business...".

Advertisement for "Switzerland" with the headline "Have your FT hand delivered in Switzerland." Includes details about hand-delivered Financial Times newspapers and contact information.

Continuation of the NASDAQ National Market table from the previous page, including sub-sections for -K-, -L-, -M-, -N-, -O-, -P-Q-, -R-, -S-, -T-, -U-, -V-, -W-, -X-Y-Z-, and -J-.

